

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

185 Madison Avenue, New York City

VOL. XCVI

NEW YORK, JULY 20, 1916

No. 3

"P. D."

WE have owned our own printing department for years. There is not anything unusual in size of plant to boast about. What we are particularly proud of is the fact that our corps of compositors and pressmen have kept pace with the rapid growth of advertising expression. They know advertising.

Nearly everyone who pays a visit to Advertising Headquarters mentions the high quality and diversity of typographical treatment of the advertising produced by this house.

The order of the day in "P. D." calls for every man to be "on his toes" typographically, to know what this house is aiming at and to hit that mark every time—on time.

Our activities cover every phase of advertising printing. Not long ago, "P. D." designed a display carton for a client so good as to be worthy of a patent. The idea was presented to the client.

N. W. AYER & SON

ADVERTISING HEADQUARTERS

PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

The Truth The Whole Truth And Nothing But the Truth

about passenger traffic in Greater New York may be obtained by *anyone* from The Public Service Commission for the First District, 120 Broadway, New York.

Advertisers using car card space in Manhattan, the Bronx and Brooklyn should examine the official reports, issued by this State Board, as a check on the circulation statements given out by advertising companies.

These reports now show—and have shown for many years past—that the Interborough Subway and Elevated systems carry *more* cash-fare passengers than the combined surface lines of Manhattan and the Bronx. The Interborough lines also carry *more* cash-fare passengers than *all* the lines of the Brooklyn Rapid Transit System. The official figures, taken from the report for the year ended June 30th, 1915, are as follows:

Interborough Subway and Elevated, 647,378,266
Manhattan and Bronx Surface Cars, 497,053,919
Brooklyn Rapid Transit Companies, 530,504,918

Advertisers should thoroughly understand that no transfers are included in these totals. On the Interborough Subway and Elevated systems the unrecorded transfers from local trains to express and from express to local are "transfers" identical in nature and value to those represented by a printed slip, as commonly issued by other systems. A figure showing the aggregate of these transfers would be staggering in size and far exceed the transfer total of *all* other car systems in Greater New York. This statement will be fully agreed to by every person familiar with rapid transit traffic conditions in the Metropolis.

ARTEMAS WARD

Trading as Ward & Gow

50 UNION SQUARE . . . NEW YORK

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

ENTERED AS SECOND-CLASS MATTER AT THE NEW YORK, N. Y., POST OFFICE, JUNE 29, 1893

VOL. XCVI

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Some "Character Heads" with Strong Sales Appeal

It Takes Courage to Discard the Alleged Human Interest Setting, but There Is a Tendency to Do It

By W. Livingston Larned

ONE of the most successful and characteristic features of the current advertising for Kellogg's Toasted Corn Flakes, is the use of a series of very large and very striking character heads, by one of the "Leyendecker boys."

Now display character studies have been employed before, but never was so much attempted—never has so much of the adver-

plete story of the satisfaction they experience.

Without so much as a line of copy or explanatory text, I firmly believe that these faces would convey an adequate idea of the advertiser's message.

The moment you look at them, you receive the impression that these quaintly human people are enthusiastic over the appetizing



A GROUP OF FACES IN "BEECH-NUT" ADVERTISING COPY

tiser's sales story been put in picture instead of text.

The heads are dominant; no space is wasted on backgrounds and pretty environment. The subject is boiled down to the very last ounce and essence of good salesmanship. Mother, father, and the children are shown, individually, one in each advertisement. They are eating Kellogg's and their faces tell a very com-

qualities of this excellent breakfast dish. They look it. The "Gee, but this is good!" smile is perfectly apparent in the rollicking boy face, in his eyes, in the wrinkles that spread outward from his pert nose, in the expression of the half-parted lips.

It has doubtless taken courage to cast aside precedent, eliminate so-called "human-interest" compositions, and adhere to a rigid

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rule of simplicity. Advertisers often start out bravely, won over to the magic power of the Uninvolved, by the visualized proof of it in magazines and newspapers, but along comes someone with a "perfectly corking idea for an illustration," and a seed of error is tucked away in fertile soil.

So we have a scene in a sunny parlor, with guests for breakfast, a canary in a cage, a couple of chows, the sideboard, furniture galore, and a smiling Biddy coming through from the butler's pantry. Then a caption of an insidiously appropriate character bobs up . . . and a particularly rugged constitution is required to resist the same old lure of too much in too little space.

The Kellogg campaign happens



A "HEAD" ON A CAR-CARD THAT HAS MADE A HIT

to be running true to its original form, and, as a consequence, no cereal advertising of the year has attracted more attention nor boasted more logical continuity.

Almost everyone has seen and highly commended the magazine campaign of only a little while ago, when heads of children were employed, reproduced full width of total space, to exploit several of the Beech-Nut products.

Those Beech-Nut kiddies were marvels of consistency.

"I've seen a child *just like that*," was a not uncommon remark, referring to the whimsically attractive youngsters in the peanut-butter advertisements.

And they were real children in every respect. "Um-m-m!" was the expressive caption beneath a grinning, giggling little girl, with tempting sandwich poised, from

which a generous slice had been eaten, and there was absolutely no room for doubt. "Um-m-m!" was the word. The reader was set to wondering if it wouldn't be a good idea to hurry right out and buy a jar.

The Beech-Nut campaign was popular everywhere. The dealer was as much taken with it as the consumer. The series of heads were used in many different ways and for any number of interesting purposes. Some of them, reproduced in color, were quite artistic enough to frame and hang on the walls of the nursery.

A Boston artist, who has won high-degree merit-marks for his advertising portraiture, was the genius behind these bully little kiddies. They *did* sell the product. As concisely as if written down in so many words these charming faces said: "This Beech-Nut peanut butter is just the best goodie you ever tasted. Try it. I could eat a dozen slices if mother would let me. Um-m-m!"

There is a startling difference in the quality of artistic workmanship. The magazine advertising sections bristle with drawn heads, trade-mark characters, etc., but only here and there does a picture stop you—hold you—become unforgettable, because of the sparkle of life in pose, poise and expression.

It is only additional proof of the fact that quality tells unquestionably, inevitably.

There seems to be no "middle ground," in the matter of characterization.

These human studies are either very, very good, or they are impossibly unreal. And the nearer they approach realism—the more shrewdly and truthfully they portray life as it exists, the surer the appeal.

Character portrayal is most successful when it forces a vast majority of persons to see in it a reflection of types they themselves

Supplementing Previous Announcement

of the appointment of Mr. Wm. F.
Haring, Flat Iron Building, New York,
as Eastern Advertising Manager of

The American Woman

of Augusta, Maine

the Publishers announce the ap-
pointment of

Mr. W. H. McCurdy

as

Western Advertising Manager
with offices at 30 No. Dearborn St., Chicago

An Advertisement placed in *The AMERICAN WOMAN* where it will appear amid stable reading articles and reputable advertisers and go to the homes of five hundred thousand subscriber readers living in the small towns and villages, constitutes one of the surest, safest and most profitable investments.

The American Woman

Augusta, Maine



THESE FAMILIAR FACES FLASH THEIR OWN STORY

have seen; possibly themselves.

"Isn't that just like a boy!"

"How cute. I know a little baby like that!"

"He certainly is enjoying it!"

"Natural, isn't it?"

"Cousin Lida's child has that same expression."

And there you have efficiency in advertising illustration. More important far than smartness or innovation is realism, and it will always be so.

Prince Albert copy has varied in few respects for a number of years.

The pictures are character studies of happy, intelligent smokers,

men who know a good smoking tobacco when they run across it.

When you turn to a Prince Albert page, the very first element that strikes you, reaches out to you, puts you in a receptive mood is the optimism of the fellows using the tobacco. Fine, big character heads and such rollicking, happy-go-lucky, smoke-pleased visages they are, too. Prince Albert *must* be a super product, you argue, since the picture people you see smoking it are so pleased.

The selecting of types for this campaign is one of the vitally important responsibilities of this most popular account. Hundreds of photographs and drawings are rejected in a year. Just-as-goods and might-do's are weeded out.

The copy sets a swift pace, in its novel, rather sassy, breezy familiarity. You want to read a Prince Albert advertisement twice.

The taste lingers. Portraits to accompany this text undergo as rigid an examination. Personalities shall be glowing with good nature; faces shall mirror the toppest pinnacles of tobacco content; if Prince Albert is "free from sting and bite," so, too, is the advertising.

Heads have been made to tell the story. They would sell Prince Albert, without a line of reading matter, if that were necessary.

"Velvet Joe" is, to be frank, nothing more than a personification of peaceful content. He is a picture of a condition.

The public may read in his face




Stump Puller

Wherever wood lots are being converted into fertile farm lands, men know the K Stump Puller.

The advertising which is keeping farmers all over the West familiar with the K Stump Puller is directed by the San Francisco office of this Company.

"Advertising Service," a booklet, will be sent upon request.

THE H. K. McCANN CO.
NEW YORK CLEVELAND
SAN FRANCISCO TORONTO
IN NEW YORK AT 61 BROADWAY



a great many favorable arguments for Velvet tobacco. It's all there, even if we do not stop to absorb his wholesome philosophy.

Colgate advertising, especially of recent years, has concentrated, pictorially, upon the very finest form of painstaking portraiture. Backgrounds and accessories are dispensed with. Every ounce of energy is concentrated upon expression. Men and women and children in Colgate advertising look appreciation of the goods.

High-priced talent has been commandeered to produce canvases in color and pastel and crayon designs of rare artistry. They reach the standards of magazine illustration in their exquisite charm.

"That ad would sell *me* shaving cream," said a professional publicity-shark, as he held the May magazine copy of The J. B. Williams Company out for several club friends to see.

And the friends agreed with him.

If ever faces talked right out to the reader, these splendid character-studies of the sort of men we know and like "fill the bill." Every feature is animated and every expression skilfully planned to convey an impression of perfect shaving satisfaction. They represent highly artistic studies from models, with the fidelity of the photograph.

After experimenting with some very complex illustrations during a period of two years, the latest General Electric Company publicity is notable for a beautiful series of heads—simple, homely, "homey" people, *looking* the content they experience when National-Mazda lighted. The opportunity has been grasped to produce unusual light-and-shade effects, adding another advertising virtue to the campaign.

A Welch Grape Juice street-car series, just out of the shell, as it were, concentrates upon studies of heads, pure and simple. There is very little text and very little is needed. Those fine, happy faces certainly tell that Welch's is giving satisfaction in a far more convincing way than would

be possible with yards of text.

A large-space Fatima campaign, in full color, using back pages, has attracted immediate attention, and the lack of commercialism in the handsome designs is a significant point of difference. Portraits of men, substantial types, lifted from centers of commercial activity, have been put upon canvas, as followers of a Sargent might paint. They are infinitely careful and aristocratic portraits. If these men smoke Fatima cigarettes it must surely be a privilege to use this brand. They dignify the product perhaps out of strict proportion to truth, but we are all pleased to see such worthy steps taken in such a worthy way. The upward lift given to this Liggett & Myers brand by so ingenious a set of advertisements must be gratifying.

A recital of these picture salesmen and a study of the various examples is important. Advertising men appreciate now more than ever that advertising illustrations should tell a story. Some copy-writers require a page of type, others tell the same business tale in a few paragraphs. Illustrations are much the same—some artists insist upon complex backgrounds, innumerable figures and endless detail. Others draw a face and "sell the goods." The simple method is always the direct one.

Artists agree that the subtleties of expression are as elusive as will-o'-the-wisp. They seem to come by accident—just happen—are not subject to beck and call, however earnest you may be.

One of the most successful portrayals of child life—a woman—a mother—does not attempt to do her work mechanically or on schedule. She may be sewing, or working in the kitchen, or rocking on the veranda. A pencil and pad are always within reaching distance and when some kiddie's jolly little smile or pert pose of the head supplies sufficient inspiration, she catches it "on the fly," as it were.

The moment a professional model, for instance, is specifically posed for a specific purpose, much



11 EAST 36TH STREET
NEW YORK

A BUSINESS *adver-*
tised by Cheltenham has
found it necessary, because
of the steady growth in
its sales, to move three
times, each time into
larger and better quarters.

CHELTENHAM
Advertising Agency, Inc.

of the so essential spontaneity is lost.

Magazine illustrators—men who have been "in the game" practically all their lives, will tell you that the divine spark is not a matter of every-day studio occurrence.

Sometimes so apparently significant a thing as a highlight—a fleck of white paint around the mouth or on the pupil of an eye, or tucked away in a dimple, will animate a face that up to this point has been uninteresting.

There appears to be a set of requisite rules to which any artist must adhere, if his character studies are to be something more than mere "pictures." We might list a few of them as follows:

Get in the spirit of the advertisement itself—assume the attitude of a salesman.

Have a very definite idea in mind of the thought you wish to convey—have it firmly fixed in your own thoughts before transmitting it to paper.

Use models wherever possible and imbue these models with an optimistic impression of the advertiser's story.

Have them smile—have them smile. The world loves laughter.

One grain of realism is worth a dozen globs of "make-believe." It's pretty difficult to improve upon dear old Mother Nature.

Officers of Pacific Coast Division of Ad Clubs

At the convention of the Pacific Coast Division of the Associated Advertising Clubs, held recently at Spokane, Wash., the following officers were re-elected.

W. W. Cribbins, Oakland, president; George Cummings, secretary-treasurer, Oakland; Charles F. Berg, first vice-president, Portland; J. Fred Braid, second vice-president, Seattle; E. K. Hoak, third vice-president, Los Angeles. The executive committee will consist of F. H. Lloyd, chairman, Ted Dakin, Seattle, T. A. Cody, Sacramento, M. Mossemann, Portland, and Austin Cordtz, San Diego.

Nash Buys Control of Jeffery Company

Charles W. Nash, former president of General Motors Company, in partnership with Lee, Higginson & Co., Boston, has secured control of the Thomas B. Jeffery Company, Kenosha, Wis.

Says We Need Salesmen of Political Ideas

For the last four months the Government has been attempting to secure 20,000 men for the regular army. To date, 9,000 have been recruited. What is the trouble? Poor salesmanship! The men in charge of the recruiting should be master salesmen, for the army must be "sold" to its prospective recruits. Think of the motive power in American salesmen to create and set in motion such phases of dynamic sentiment!

Suppose the salesmen of America were thoroughly organized, working in close alliance with the Government. Then the Government might call in a Hugh Chalmers, a John H. Patterson, or a Charles M. Schwab, and say to him: "Here are the conditions. These are our needs. Go, convince the public!" Then, operating under the same principles which have built for these men successful business organizations, an army of 100,000 salesmen would sweep forth into their territories, mingle with the trade that knows and has faith in them, and by red-blooded personal salesmanship, convince the public of the Government's need of support.

Progress in a democracy is very largely a matter of salesmanship, for the people cannot be driven; they must be led, which is to say they must be "sold." American salesmanship in its new valiant role of statesmanship, could invade this or that misguided territory and enlighten the people of that section on the attitude of the rest of the country, thus knitting the whole nation into a tighter texture of harmony of purpose and singleness of ideals, for nationalism is nothing short of an exalted form of merchandise, and in order to root it firmly in the hearts of our people, it must be "sold" to them.—C. Louis Allen, President, Pyrene Mfg. Co., before World's Salesmanship Congress at Detroit.

J. B. Van Sciver Co. Engages H. J. Clarke

H. J. Clarke, of Philadelphia, has been engaged as advertising manager for the J. B. Van Sciver Co., Camden, N. J. This company is one of the largest furniture houses in the East, manufacturing as well as retailing. A mail-order business is being developed and a campaign is being directed to fit out hotels, clubs, etc.

Mr. Clarke was for several years advertising manager of Robinson & Crawford, the Philadelphia chain of grocery stores.

National Campaign Doubles Company's Business

P. E. Page, of the Talcum Puff Company, Inc., Brooklyn, N. Y., reports that the business of the company has doubled in the past twelve months as a result of its national advertising campaign. Additional stock amounting to \$60,000 was authorized at a special meeting on July 12, and this was subscribed for by the stockholders of record.

YOU have a standing invitation to call and inspect

our plant and up-to-date facilities.

We own the building as well as our printing plant and operate both to meet the requirements of our customers.



One of the largest and most complete printing plants in the United States

Printing and Advertising Advisers and
The Co-operative and Clearing House

for

**All Lines of
Business Issuing
Catalogues**

Compilers furnished, copy edited; and for every line of business so far as is practical, photographs, engravings, designs, cuts, descriptions and standing catalogue type pages are now held in stock by us or will be secured, and the use of same is offered free to our customers. Stock catalogues for every line where a demand exists are prepared and supplied.

Place Your Printing Orders

In the Hands of a Large Absolutely Reliable Printing House

(Inquire Credit Agencies and First National Bank, Chicago, Ill.)

OUR SPECIALTIES:

- (1) Catalogues
- (2) Trade Papers
- (3) Magazines
- (4) Booklets
- (5) Price Lists
- (6) House Organs
- (7) The larger orders of Flyers and Circulars.

Also Printing requiring the same material and workmanship as the above, such as Proceedings, Directories, Histories, Books and the like.

Our Complete Printing Equipment, all or any part of which is at your command, embraces:

ENGRAVING
DESIGNING
ART WORK
ELECTROTYPING
TYPESETTING
(Machine and Hand)
PRESSWORK
BINDING
MAILING

If you want advertising service, planning, illustrating, copy writing and assistance or information of any sort in regard to your advertising and printing, we will be glad to help or advise you.

If desired, we mail your printed matter direct from Chicago, the central distributing point.

If you want **quality**—the education and training of our employees, concentrated in one direction on the one class of printing in which we specialize, make the workmen more skillful.

If you want **delivery**—our plant is equipped with economical, time-saving machinery and is in operation day and night the year around. The best quality of work, however, is handled by daylight.

If you want the **best price**—our unusual labor-saving material and equipment enable us to make exceptionally low prices on our specialties.

Our organization is excellent. When you put an order in our care you relieve yourself of all anxiety. You insure yourself

Proper Quality—Quick Delivery—Right Price

Our large and growing business is because of satisfied customers, because of repeat orders. Printing orders come to us from the large cities and the states from Maine to Texas. We do printing for the best firms in the United States.

We are always pleased to give the names of a dozen or more of our customers to persons and firms contemplating placing printing orders with us.

Don't you owe it to yourself and your firm to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let Us Estimate on Your Next Printing Order
(We Are Strong on Our Specialties)

ROGERS & HALL COMPANY

Polk and La Salle Streets, Chicago, Illinois

Wabash 3381—TELEPHONES—Local and Long Distance—Auto. 52-191

Keeping the Facts Straight

Advertising and Sales Manager Points Out Two Ways of Handling Business Data

By T. C. P.

I AM known among certain of my contemporaries as a "bug" on statistics. It has been said that my veins are filled with a special variety of red ink, which is always within two degrees of the freezing point, and that my chief diversions are the plotting of curves and the figuring of sales quotas to the fourth decimal. Personally, I regard such statements as a rank libel. But as they are generally put forward by persons who find that my charts and curves interfere with something they want to do, I do not waste much time worrying about them. Readers of **PRINTERS' INK** are at liberty to judge for themselves as to whether I am a human being or only an adding-machine.

Now, there are two kinds of statistics: those which are intended to uncover the facts and those which are meant to strengthen a case or bolster up a theory. I am frank to say that upon occasion I make use of both kinds, though I am always careful to remember which is which. I do not know of any easier way to fool one's self than by getting mixed on that point. Statistics will never take the place of good judgment—call it "horse sense" if you prefer—but they can be a mighty powerful aid to bad judgment unless you are absolutely certain what sort of statistics you are dealing with. Just remember that there never was a preconceived notion in this world which couldn't be backed up with plenty of statistics, provided that the notioner was willing to ignore all the facts which happened to be on the other side.

Let me illustrate with a couple of specific examples what I mean by the use of both kinds of statistics.

Our product is sold pretty generally by dealers all over the

country and is advertised in magazines, newspapers, farm papers, trade and technical papers, billboards and street-cars. The newspaper and street-car ads are placed by our dealers, we furnishing the cards or electros. Our national-publication copy varies from full pages around holiday time down to fifty-six lines or even smaller spaces in midsummer. The amounts of space used follow pretty closely the normal movement of the product, and ordinarily we do not repeat any piece of copy in the same publication. One of our regular problems, then, is the scheduling of our copy. We do not want to put the best pulling piece of copy into a fifty-six-line space, and dignify the poorest ad with a full page. In the height of the season, when our product is moving freely, it is necessary to put our best foot foremost, for we have some very active competitors. That means, of course, that our most fetching copy must be presented in big space. But which is the most "fetching" copy?

Of course, I generally have my own opinion as to that, and the agency copy chief has his, and the general manager may have still another. As a rule we will have some thirty pieces of copy for the year's campaign. There are several points of superiority about our product, and several stock arguments for its use, and we generally run through all of them. But when it comes to deciding just which pieces of copy shall be scheduled for the full pages in November, December and January, we get a difference of opinion. I own to a preference for copy which features the argument of good taste; the general manager is strong for utility and economy; while the agency copy man believes that the hu-

(Continued on page 17)

Reserve Space at Once

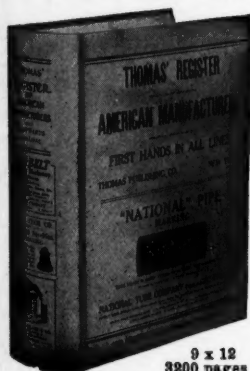
**The New Thomas' Register is about ready
for the press**

Issued once a year - Used every day in the year

It is the official register of the American manufacturers and serves as an accurate purchasing guide to more than 70,000 articles of every description and the source of supply of each.

Purchasers of the Thomas' Register for October, 1915, represented a total capital of **\$12,000,000,000** or about 40% of the total capital invested in manufacturing and merchandising in the United States last year.

By advertising in Thomas' Register, your message, the article you sell, is constantly (a whole year) before the purchasing departments of big buyers throughout the country.



9 x 12
3200 pages
300,000 Names, \$15.00

Your advertisement will appear in the exact place where the buyer will look for your goods.

Thomas Publishing Company, 134 Lafayette Street, New York

BOSTON:
Arlton Station

PHILADELPHIA:
Land Title Building

CHICAGO:
20 W. Jackson Blvd.

SAN FRANCISCO:
311 Cal. St.

LONDON:
24 Railway Approach

Member Audit Bureau of Circulations

The
MAGAZINE SENSATION
OF THE YEAR



The Latest
Novel by

Hallie Erminie Rives

(her first novel to
be published)

Julie Carmine West
(her first novel to
appear serially in a
magazine in advance
of book publication)

*will begin
in the September issue of*

THE RED BOOK MAGAZINE



FOR ALL CONSUMER ADVERTISING
you put in Today's Magazine
you are entitled, without charge,
to an equal amount of trade ad-
vertising in Inland Storekeeper,
the excellent trade paper going
to nearly 10,000 of the same
towns.

Today's, the consumer
medium, stimulates a popular
demand for your product, while
your trade advertising in Inland
Storekeeper helps greatly to
secure distribution among
general stores.

The two publications, working
together, form a complete mer-
chandising circuit from your
factory to the ultimate consumer.

man-interest appeal is what really gets 'em going. But the important point is not what any one of us happens to think about it, but what three or four pieces of copy really possess the greatest pulling power from the standpoint of the buyers of our goods. That is where my "bug" for statistics comes to our aid—the kind of statistics which are really meant to uncover a fact.

I take a big sheet of paper and reproduce every one of the thirty pieces of copy in a four-inch, double-column space. That sheet goes with a special order blank to each of our 20,000 dealers. Each piece of copy represents an electro which the dealer can order for use in his local newspaper, and he has his free choice without any recommendations from us. We have an arrangement whereby the dealer gets free goods to offset part of his expenditure for space, so that the proportion of those dealers who actually order electros is pretty high. We follow up the dealer with a letter which takes up the subject incidentally, and the salesmen also bring up the matter in the course of their talks with dealers.

Within a month from the time the order blanks were sent out my assistant lays on my desk a diagram which shows exactly how many electros were ordered of each piece of copy. Usually there are two or three—maybe four or five—pieces of copy which are wanted by practically every dealer who will use any electros at all; and there may be half a dozen which nobody wants. Sometimes there will be one piece of copy which runs 'way ahead of everything else, and sometimes the leaders will be so close together that the graphic chart will not show the difference.

The next chart shows the number of times each piece of copy was named at the head of a list, how many times it was named second and so on. Dealers have to write their own lists (using numbers to indicate the electros wanted); we give them simply a ruled order form, and they in-

dicate their first choice without knowing they are doing it.

Then, finally, I have a chart which shows the number of orders for copy which features each class of argument; the number of orders for "beautify the home" copy, the number for utility copy, economy copy, etc.

GOOD JUDGMENT IS ESSENTIAL

Now, with those three charts and ordinary good judgment, plus a knowledge of business conditions and past performances, it is possible to come to some conclusions about the scheduling of our copy. A piece of copy which didn't hit one of our dealers hard enough to persuade him to run it on his own account is not likely to be worth featuring in full-page space. And, on the other hand, the ad which a couple of thousand dealers named first on their lists is likely to prove a winner. Bear in mind the fact that these dealers are not "voting" as to which ad they like the best. They don't go into the thing in the contest spirit at all. They simply indicate that they are willing to spend their own money (approximately half the cost of the space) to run certain copy. I don't believe any of them realize that they are passing judgment upon our copy—we don't suggest it to them even by inference. It is a straight business proposition, in the course of which we get the opinion of several thousand ordinary business men as to what is best worth while emphasizing.

Maybe the results do not flatter my own preconceived notions as to what copy will pull best—indeed, I have been very greatly surprised more than once. The copy which I thought would be a sure winner figured only in the "scattering" column on one occasion, and we used it as a rate-holder along in the fag end of August. But that is what statistics are for. If you are going to use them only to support your personal judgment you might as well go it blind from the start. You can select just the right assortment of statistics to prove almost anything you like, and you

can also cheat yourself playing solitaire—but neither occupation is notoriously profitable.

It may be worth mentioning that there is usually a pretty well-defined preference expressed by our dealers for some one particular line of appeal. Out of a thousand orders there are likely to be six or maybe seven hundred which are strong for copy which features the same type of argument, and the rest will be pretty well scattered. In 1914, for example, I should say that fully eighty-five per cent of our orders for electros called for copy which featured "economy." Last year there was a marked switch towards copy which brought out the idea of good taste, and this summer I am expecting a strong movement in that direction. The returns are not all in yet, however, and I may find that I have another guess.

PROVING A CASE BY RIGHT DATA

I mentioned the use of the other kind of statistics—the kind that are framed up to prove a case. I can best illustrate that phase of the subject by reference to another department of our business which involves the selling of supplies of our product to schools, churches, office buildings, factories, institutions, municipal and State governments, and so on. These sales are mostly made on contract, and they are handled by a variety of local agents; in some cases by our own branches, in others by a jobber, a retailer or perhaps an individual who does not carry any stock and who works on commission. These agents, unlike the regular dealers, have exclusive territory and devote themselves entirely to the contract business. We have a proposition whereby we pay the postage and the labor cost on a direct-mail campaign to their prospects if they will pay the actual cost of the printed matter and stationery. Roughly speaking, it is about a fifty-fifty proposition.

Now, the problem there, of course, is to persuade the local agent to spend the money. In

the past seven or eight years we have succeeded in getting nearly seventy per cent of our 600 agents to come in on the plan, in part at least, but it is necessary to keep constantly working with them to get them to continue. Direct traceable returns are few and far between, and it is always natural for the agent to feel that he landed a contract through his own efforts, and that the direct advertising matter didn't have a great deal to do with it.

I have in my desk a series of charts which show in graphic form the situation in every territory. They show in detail the amounts spent for direct advertising, the gross contract sales of our product, the number of contracts closed with each class of prospects (schools, churches, etc.), the gross sales per dollar of direct advertising expenditure, and the increases in sales over last year by territories and by classes of prospects. To anyone not familiar with our proposition it no doubt looks like a thoroughly bewildering collection of data, involving no end of work in the preparation and of very small value in the end. It does take some work, of course—about an hour a day on the part of my secretary. At the end of the month she turns the sheets over to one of the clerks in the accounting division and he figures the percentages. Doing the work day by day after this fashion imposes no very serious burden on anybody.

Of course, there are a great many uses for the charts, but I am only going to talk about one of them: their use in persuading our agents to subscribe for the direct-advertising service. We try to see that each agent visits the factory or one of our branches at least once a year. Suppose that our agent in Lawrence, Kan., is due at the factory next week. My chart will tell me, first of all, exactly the condition of his territory, whether he has been using the direct advertising or not, whether he has been using it for certain classes of prospects and

A Curious Advertisement

The POLICE Have Been Notified and
THIS WILL SERVE to Notify YOU

Did YOU write us about our machines?

Did YOU write, inclosing check for machine you bought?

Did YOU write, sending us an order,

so that your letter should have reached us on the MORN-
 ING of JUNE 22nd?

Our mail box was broken open and its contents stolen. If you have not
 had a reply to your letter, write us again,

and oblige,

DALTON MACHINE CO., Inc., 1911 Park Ave., N. Y., U. S. A.
 Manufacturers of the 6x30-in. Lathe

And its interesting explanation

"We have been having a great many inquiries of late through our advertisements in your magazine, the American Machinist. We feel that this morning's mail was no exception to the rule, and we should have had fifteen or twenty inquiries.

"Our mail box, together with those of other occupants in the building, was opened and all of the contents taken, so that we do not know what was in the mail. We would like to give the people who have written us an opportunity to know why their correspondence was not answered."

Truly yours,

DALTON MACHINE CO., Inc.,
 per H. Dalton.

American Machinist

One of the five Hill Engineering Weeklies published at Tenth Avenue and Thirty-sixth Street, New York City. The others are Engineering and Mining Journal, Engineering News, Power and Coal Age. All members of A. B. C.



Inserts In Color

Very unusual opportunities present themselves to the advertisers who are big enough to use colored insert advertising in *The Farm Journal*.

By "big enough" we mean advertisers who can take care of their share of the business from a million homes.

And, be it remembered, "*their share*" will depend absolutely on how energetically they seek the business.

Meantime, September *Farm Journal* is well under way—and you owe it to yourself to consider our folks and their needs.

not for others, etc. Sometimes the figures from his own territory will show clearly enough the *results of the advertising*, and sometimes (rather more often, in fact) they won't. My job is to supply him with figures, properly selected from my charts, to prove to him that he ought to continue his direct advertising or that he ought to take it on if he has never done so.

Now, bear in mind that I am not trying to fool him, nor to induce him to act contrary to his best interests. I know that the direct advertising will pay him a profit in excess of his investment in it, just as I know that our general advertising pays the company—though I could never prove it by figures based upon direct returns. There aren't any direct returns, properly speaking, to base figures upon. Our Lawrence, Kan., agent is a fairly representative type of practical business man who has an immense respect for facts and figures and no very large capacity for the assimilation of principles or theories. He thoroughly understands the meaning of an increase in gross sales of ten per cent, but his eyes begin to wander towards the door when you begin to talk about good will or cumulative effect.

So I give him a series of charts which will most closely apply to the situation in his own territory. If he has a whole lot of small contracts and few big buyers on his list, I pick out those territories which have had an increase in large contracts since inaugurating the direct-advertising campaign. If he is weak with any particular classes of prospects, I pick out data which will fit that condition, and so on. In other words, I select those facts and figures which will best go to prove the case I want to make out, and let the rest stay in the drawer.

It isn't all quite as simple as it sounds, however. For I must not "oversell" my prospect. I must not lead him to expect so much from the direct advertising that he will throw it over when the results do not materialize the

first crack out of the box. I must show him that it takes time to accomplish results. The selection of the data cannot be turned over to an assistant to be performed mechanically. Good judgment is the most important ingredient of the whole compound. It is my job to give the agent just as near the truth about the direct advertising as it can be given in statistical or graphic form. Charts and statistics never do tell the whole truth about advertising; they can't. How can you express good will in a graphic chart, for example? So I simply try to make my facts and figures express as near the truth as I can make them.

Usually I am perfectly frank with the agent. I tell him: "These facts have been specially selected to prove my case. I have plenty more, some of which have no bearing on the case at all, and others which seem to disprove it until you understand the peculiar circumstances which govern them. If you want to see *all* the facts and figures we have, here they are; go as far as you like. But I assure you that the charts you hold in your hand are a fair and reasonable indication of what you may expect."

Sometimes the agent does tackle the whole bundle of charts, but he soon becomes confused and is glad to revert to the specially prepared—and simplified—chart which fits his own case. I have won his confidence and disarmed any suspicion right at the start by admitting frankly that the figures are compiled for his special benefit, and that they do not represent the whole business, although they are authentic and accurate. As stated above, I have succeeded in converting about seventy per cent of our agents in the past five years, and the work is still going on.

So much for the two ways of using statistics. Let me repeat my warning, however, against confusing them in your own mind. Statistics will never take the place of good judgment, but they are mighty valuable aids so long as you play fair with them.

Black Cat's Survey of Dealers' Waste-paper Baskets

And Other Interesting Information Resulting from a Sales-Manager's Trip Out Among His Dealers

H. J. WINSTEN, sales and advertising manager of the Chicago-Kenosha Hosiery Company, maker of Black Cat hosiery, has just returned from a tour of his dealers in the Middle West. He has been making surveys—surveys of mediums, surveys of business conditions, surveys of buying habits, surveys of merchandising tendencies, and last but not least, surveys of his dealer's waste-paper baskets. He wanted to find out why so much expensive dealer material goes unopened into the waste-paper basket and what he can do to increase the effectiveness of his dealer literature.

"Do you know," he said to a representative of **PRINTERS' INK**, "it is appalling the amount of circular matter which the dealer receives. I went into one store in Newcastle, Ind., and found that the waste-paper basket was half full of circular matter sent out by different concerns soliciting business, asking for co-operation of some kind, and a dozen other things that every manufacturer wants to have his dealers do. A very small percentage of this circular matter was opened. It had been tossed into the waste-paper basket just as it was received, and the dealer told me that he seldom read circular matter unless it was from some concern he was interested in. He confessed that about the only circular matter he read was that put out by manufacturers of widely advertised brands. 'You see,' he said, 'I like to keep tab on what the live ones are doing.'

"This Newcastle experience was typical. Time after time dealers told me that their mail was so heavy they couldn't spare the time to open anything but circular matter from concerns whom they were interested in—either those whose lines they handled or those whose lines they were inclined to

handle because of interest created through their advertising."

Another thing Mr. Winsten demonstrated on his trip was the increasing need for dealer circulars that got their message across quickly. "This is something we have all known for years," Mr. Winsten said, "but something which we have somehow or other failed to practice. There is need of more illustrations in dealer literature, especially illustrations which tell a sales story. Lengthy type matter will only defeat its own purpose. Time after time I found that the dealer was receiving so much circular matter that if he were to sit down and read it all he would take up the best part of his morning."

DEALERS SENSE NEW CONDITIONS

"In this connection advertisers should recognize a growing condition—the feeling on the part of the dealer that he is not making as much money as he ought to. They don't know exactly why they are not making more money. Few of them know much about turnovers and that sort of thing, but they are changing. And one result of this change is the undercurrent of feeling that they would make more money if they carried less merchandise. Consequently they are becoming less and less concerned with propositions to add new lines and new departments. Circulars that urge them to put in new lines so that they can make this additional profit are not hitting the mark as they used to.

"Another thing, the dealers, I find, are becoming more concerned with what a line means to their reputation than what it means to their pocketbooks. The over-worked argument of more profit still works, but nevertheless it has lost much of its pulling power. One reason for this is that in every town there have sprung up

Closing Date of **Collier's** THE NATIONAL WEEKLY

to be advanced one week

Increases in circulation and volume of advertising have made necessary a change in the manufacturing schedule.

In order to maintain the quality of the product and meet the government's mailing requirements, the closing date will be four weeks in advance of the date of issue, instead of three, as at present.

This change will take place with the October 7th issue, which will close in New York September 11th.

*Beginning September 11th absolutely
no orders or cancellations can be ac-
cepted after the Monday 26 days
before any date of issue.*

Collier's ^{5¢ a copy}
THE NATIONAL WEEKLY

New York—Chicago—Boston—Philadelphia



Resta, Champion Driver of 1916—From Leslie's

*Automobile advertisers** have used 30,065 lines more in Leslie's during the first six months of this year than during the same period of last year.

A gain of 78%.

This is another evidence of the growing appreciation among advertisers of the fact that the 420,000 homes which pay over \$2,100,000 a year for Leslie's constitute one of the best national markets for any *quality* product.

*Pleasure cars, trucks, accessories, tires.

LUTHER D. FERNALD, ADVERTISING MANAGER

Leslie's
Illustrated Weekly Newspaper
 Established in 1855

Member Audit Bureau of Circulations

Boston NEW YORK Chicago

stores which have achieved leadership largely through foresight in tying up to nationally advertised brands which were known to the consumer as being reliable merchandise. In most every town I visited I made a point of asking which was the leading clothing store. Invariably, ninety-nine times out of a hundred, I found it was a store which had made a reputation selling Hart, Schaffner & Marx, Kuppenheimer, Society Brand or one of the Rochester lines of advertised clothing.

"With such examples right under their noses dealers in all lines are fast learning that their future lies in the local prestige they can build up. They are slowly getting over the old idea that quick profit is the only thing worth while in business, and circular matter appealing to them in this way is most likely to strike a responsive chord."

BROADER SALESMANSHIP NEEDED

So thoroughly was Mr. Winsten convinced of this growing tendency that he is not only going to plan this fall's dealer literature accordingly, but the sixty salesmen of the Chicago-Kenosha Hosiery Company are being called into the factory to be impressed with the need of selling the line on a broad basis.

"The time is approaching," declared the Black Cat sales manager, "when only jobber's salesmen and concerns selling on an out-and-out price basis, will walk into a store and show a dealer a sample and ask him for his order. This may seem to most salesmen as being the line of least resistance, but it is in reality the line of greatest resistance. The salesman gets the line in, but in all probability it goes in under the counter. Goods sold that way are much better not sold at all. A manufacturer wants his goods to go over the counter, and to keep them going over the counter that dealer must be thoroughly sold on the value to him of pushing that line.

"This means that the dealer must be sold on the prestige value of the line first, and the immediate profit value second. He must

be told what the line has done toward building up the business of other merchants; it must be made clear to him that the line is looked upon with favor by his customers, who will think more of him when they see the merchandise displayed in his windows and on his counters. He must be given clearly to understand that when he ties up with the line he at once becomes a bigger merchant in the eyes of his townspeople because they have been made to realize that this line is the last word in quality, and that only merchants of high standing are permitted to put the line in. If the dealer is sold on that basis, he will view the line from a different angle, and instead of shoving it onto the top shelf or under the counter, will go out of his way to give it prominence."

THE KEY TO DEALER CO-OPERATION

This much desired dealer co-operation hinges, in Mr. Winsten's opinion, far more on the attitude of the salesmen than it does on the advertising matter gotten out by the advertising department. By calling his salesmen in and explaining to them the importance to them of proper presentation of the line he hopes to be able to get 90 per cent of his dealers to co-operate with him on window displays, instead of the 50 per cent which have co-operated with the company in the past year.

Mr. Winsten found in talking with dealers that most of them had a different conception of national advertising than they did five years ago, or even three years ago. It used to be that when you told a dealer that you were going to spend \$300,000 in advertising he would throw up his hands and implore you to only spend \$299,800 and give the difference to him to be spent locally.

"On this trip," said Mr. Winsten, "I found very few dealers who felt that way about it. When I did run into such a case I would point out that while \$300,000 seemed like a lot of money to them, it was in reality but a small tax on each pair of Black Cat hose—about one-fifth of a cent. This fifth of a cent, I would ex-

plain, was saved once in reduced manufacturing costs because of constant and increased volume, and again in lower selling costs because our advertising had standardized our goods. But if we were to allow each dealer to take this advertising allowance—one-fifth of a cent on each pair of hose he sold, and spend it locally the sum wouldn't be big enough to make any kind of a showing. On the other hand, by lumping it together as we do we were able to impress our trade-mark on a certain percentage of the people in his town, and on people in other towns. Thus when the people from other towns came to visit his town they would see Black Cat hosiery in his window and would instantly put him down as being a progressive and enterprising merchant."

LIST OF MEDIUMS TO UNDERGO CHANGE

This idea of impressing the trade-mark on a large percentage of people so that they will know the goods favorably when offered to them by the merchant appealed to the dealers interviewed by Mr. Winsten. He found that dealers are not impressed by a long list of mediums as they used to be, and that circulars dwelling at length on the great demand which advertising would create were discounted about 80 per cent—they have been told the story of consumer demand too often with the same results. As a result of his talks with dealers Mr. Winsten plans on concentrating his advertising effort this fall in fewer mediums of wide circulation, using larger space in colors. His plan is to dominate the issue, so that after the reader has laid down the copy she will remember the Black Cat ad. It will be fixed in her mind so rigidly that she will have no difficulty in recalling it when she is handed Black Cat hosiery later by her dealer.

"It is all right to take a quarter of a page, or an eighth of a page in a long list of mediums," explained Mr. Winsten, "but we believe that the average reader looking over a magazine or newspaper made up with a number of

small-sized ads seldom remembers any particular ad in it long enough to do the advertiser any good. She may answer some of the mail-order ads, and probably does, but the advertiser who is striving to make his name and trade-mark more favorably known to the buying public, has got to put his message before her in a way that will arrest and harness attention. And to my mind that can only be done by impressive space. We have tried small space; now we are going to try big space, and I feel confident that it will help us considerably in putting over the consumer-acceptance idea which we are now using, and which I find is winning hosts of friends and boosters for us among the dealers."

The Location of Seychelles Islands

BUTTERICK PUBLISHING CO.

NEW YORK, July 12, 1916.

Editor of PRINTERS' INK:

You seem to number a surprising army of geography experts among your readers. Or if not geography experts, at least many possessors of gazetteers who also possess curiosity.

In the last issue of PRINTERS' INK we ran a page advertisement asking for the location of the Seychelles Islands, and we have been astonished at the number of your readers who have located them for us. Some have telephoned, others have written; one had been there, another sends goods there, and most of them have made trips there across the pages of a geography.

I thought you might be interested in this evidence of the responsiveness of your readers.

HUGO PARTON,
Promotion Department.

Campaign on an Electrical Guide

A list of general magazines and class publications will carry the advertising of Hawkins' Electrical Guide. The advertiser is Theodore Audel & Co., New York, whose account is handled by Philip Kobbé Co., Inc.

H. A. Rabin Appointed Art Director of Gimbel Brothers

Henry Rabin, for over four years with R. H. Macy & Co. as artist, and who resigned to go to Gimbel's four months ago, has been appointed director of art.

Guy S. K. Wheeler has joined the New York staff of Creative Advertising and Sales Service, Inc. He had been doing publicity work for the Philadelphia Board of Public Education.

Dangers of Switching Trade Names

Two Concerns After Trying Out Various Terms Finally Attempt to Register "Western" as Trade-name—Why One Won Out Before the Government's Patent Commissioner

Special Washington Correspondence

ADVERTISERS who scan important trade-mark decisions in order that they may take to heart the elucidation of principles of broad application will find several lessons of this kind in the lately decided case of the John Hoberg Company versus the Albany Perforated Wrapping Paper Company. On the face of it, the controversy was a matter-of-fact dispute as to which concern has the best right to use "Western" as a brand-name for toilet paper, but back of this clash are several of the fine points that indicate trend in trade-mark practice.

"Know thy own mind" and "Be

sure you're right before you go ahead" are morals which the average advertiser will draw from this latest significant case involving trade-names. Such morals seem to be plain, because it is evident that the present controversy could never have attained to the dignity of an appeal to the United States Commissioner of Patents had the Albany Wrapping Paper Company adopted the trade-mark "Western" when it began casting about, some twenty-three years ago, for a brand-name for its product. But, instead, the Albany concern used the word "West" from 1893 to 1898 and did not "find itself" on "Western" until the year 1900.

Meanwhile along comes the John Hoberg Company and in the years 1895 and 1896 put out toilet paper under the name "Great Western," but this concern like its rival was a bit uncertain of its own mind and so we find it switching in 1897 to "Northwest." Ultimately both manufacturers arrived at the use of "Western,"

**The
George L. Dyer Company
42 Broadway
New York**



**Newspaper, Magazine
and Street Car Advertising**

Publicity and Merchandising Counsel

and in due course both sought to register this word, the Albany company having made application on October 20, 1914, and the Hoberg company January 9, 1915. The Examiner of Interferences at the Patent Office was, of course, called upon to decide the question of "priority of adoption," and he decided in favor of the Albany company. Now, after a lively contest, he has been upheld.

In passing judgment the arbiters at the Patent Office approached the proposition from two different angles, one obvious, and the other perhaps not so much so. Strictly on the score of prior use of the word "Western" it was apparent that the Albany company had the best title since it began using "Western" in 1900, whereas the John Hoberg Company did not use it until 1903. However, the trade-mark experts figured that in justice such a conflict of interest must also be approached from another direction—namely, with a view to the respective rights established by early use of words similar to the one finally hit upon. Here, this looking into the past of trade-names did not change the outcome, but it might do so under circumstances a little different. But the Albany Paper Company had commenced its use of "West" in 1893, whereas the Hoberg company did not promulgate "Great Western" until 1895, and accordingly the equities were held to be with the Albany company in view of the opinion of First Assistant Commissioner of Patents Newton to the effect that "West" is about as close to 'Western' as is 'Great Western,' and if anything, closer than 'North-west.'"

For advertisers, the disposition of this appeal of the Hoberg company amplifies the morals pointed in the outcome of a somewhat similar appeal recently made by Royal Tailors and which was reported in *PRINTERS' INK* a few weeks ago. The denial to the Royal Tailors of the privilege of registering as a trade-mark their

Royal Bengal tiger meant to most advertisers a caution not to keep changing the pictorial poses of an animal adopted as an advertising mascot. Now, as a sequel, we have this victory of the Albany Perforated Wrapping Paper Company to drive home conviction that with words, as with figures or symbols, it is important to select early in the history of each new business venture a name that will stay with the product without the necessity for changes, alterations or amendments.

Merger of Greenleaf and Brackett-Parker Companies

The Brackett-Parker Company and the Greenleaf Company, two Boston advertising agencies, were merged on July 15. Mr. Brackett will continue to give personal attention to the accounts that he has been associated with for many years, namely, Williams, Clark & Co., of Lynn, manufacturers of La France Shoes; Wellington, Sears & Co., selling agents for Hamilton Woolen Company, manufacturers of Danish Poplar Cloth and Quality 75; Henry F. Miller & Sons Piano Company, manufacturers of Henry F. Miller pianos; Samuel Cabot, Inc., manufacturers of Cabot Shingle Stains; American School of Home Economics; Instruction in Domestic Science by correspondence, and Bureau of University Travel, Foreign Tours.

The Greenleaf Company, among other accounts, handles the following: The New Departure Manufacturing Company, makers of Ball Bearings and Coaster Brakes, at Bristol, Conn.; the Foster Rubber Company, manufacturers of the famous Cat's Paw Rubber Heels; the R. Wallace & Sons Manufacturing Company, of Wallingford, Conn., makers of the well-known "1835 R. Wallace" Silverware; Boston Varnish Company, manufacturers of the Kyanize products—Floor Finishes and White Enamel; Walker & Pratt Manufacturing Company, manufacturers of Crawford Ranges; P. & F. Corbin, Builders' Hardware; American Optical Company, and the Lamson Company.

W. R. Emery Is Rand-McNally's Advertising Manager

W. R. Emery, of Chicago, who recently resigned as Western advertising manager of *Everybody's Magazine* after nearly fifteen years' service, has been appointed general advertising manager of Rand-McNally & Co.'s publications, comprising their pocket maps, street guides and the *Bankers' Monthly Magazine*. He has opened offices in the Rand-McNally Building, Chicago, and will represent other publications in the Mid-West field, under the title of the W. R. Emery Advertising Service, representing the publisher.

95% Married

The editor recently visited the homes of subscribers to The Woman's Magazine in three Massachusetts cities of 20,000 to 100,000 population, and found 95% married and with one to five children.

90% of the subscribers interviewed take The Woman's Magazine for its practical housekeeping articles.



Such women, directing their own homes and avid for practical suggestions, form the ideal audience for advertisers.

Advertisements in The Woman's Magazine are taken at face value and our subscribers' confidence is double-riveted by our money-back guarantee.

The Woman's Magazine

Member A. B. C.

COUNTRY SUBURBAN

REAL ESTATE

THE HOMES OF THE READERS *of* *Harper's Bazar*



DAVID J. GILLESPIE

Green, Vice-President of the People's Trust Co., in Moline, Ill., wrote us he wanted to find a water-front property in Virginia, we gave him at once some very practical assistance. And when the wife of a prominent trade-paper publisher asked our aid in finding a summer cottage to rent at \$3,500, we were able to help her; just as we helped a well-known member of the Real Estate Board, of New York, who wanted to go out of his own field and find a large summer house in Vermont.

Everyone faces the real estate problem, sooner or later. People of wealth aren't more immune to it than the rest of us; for it's just as hard to buy or sell a good big place as a good little one. That is why I decided to give our readers a first-class Real Estate department, with a man to run it who knew all about the field, and the best residential opportunities.

A SERVICE THAT REALLY SERVES

Finding such a man was easy, for there is only one man who has had the necessary experience—Mr. David J. Gillespie, who for six years was real estate manager for "Country Life," the best-known real estate medium in the country. He is a seasoned real

If you were president of a bank in Illinois, and wanted to buy a country place in Virginia, it would take some time before you got in touch with the best opportunities along the James and Potomac Rivers. You might easily lose a year or so, but you wouldn't lose a minute if your wife was a subscriber to Harper's Bazar.

For Harper's Bazar is the only magazine for women of wealth, and the only magazine of any kind with 100,000 or more circulation, that has a Real Estate department. So, when Mr. Nelson H.

TOWN

SEASHORE



REAL ESTATE

estate man; he knows the leading brokers intimately; and he saw at once that Harper's Bazar, with 100,000 circulation among the richest families in America, offered these brokers the best opportunity they have ever had. Within four days after his arrival, last Spring, 28 brokers had ordered space in our March number; and I am glad to report that, even in its first season, this department has regularly published every month a creditable amount of exceedingly interesting advertising.

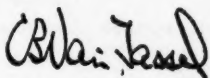
You should have seen how quickly our readers responded to the news that they could get *real* assistance, and practical advice, from Harper's Bazar. Not only have they asked us to find places for them, but they have asked us to help them sell properties in 24 different states, ranging from fishing shacks in the Adirondacks to big ranches in Texas. By putting every inquirer in touch with a dozen or more brokers who could best serve her, Mr. Gillespie has saved our readers from making trans-continental trips—from running from one office to another—and from all the kindred annoyances that you know from your own experience.

LOCATION	PRICE
Denver -	\$50,000
Morristown -	65,000
Pittsfield -	75,000
New York -	100,000
Stamford -	125,000
Long Island -	125,000
Canada -	125,000
El Paso -	300,000
Morfa, Tex. -	420,000
Long Island -	1,000,000

Among 174 properties already put into Mr. Gillespie's hands, 96 represent values of \$15,000 and up—way up! Ten examples are given on this page. The most expensive is a famous 400-acre estate on Long Island, price \$1,000,000. If you think you would care for it, Mr. Gillespie will be very glad to hear from you!

The Real Estate department fulfills a definite human need—for none of us has been free from the living problem ever since Adam lost his first country place at Eden. But it is only *one* of the many unusual services that Harper's Bazar offers its readers—and only *one* of the ways in which they are, in turn, demonstrating their wealth and their responsiveness.

This is my third report on the services that Harper's Bazar now offers to its readers—more services, and more interesting services than you can find in any other magazine edited for women of wealth and social position.



Business Manager

"OPACITY"

For Reducing Catalogue Costs

The present upset condition of the paper market calls for unusual care in the selection of the paper for your next catalogue. You will find many ideal qualities in "Opacity."

USES: "Opacity" is used by practically all of the big mail-order houses because of its superior printing qualities combined with light-weight. It is absolutely opaque, yet it comes as light as 25x38—30.

COST: "Opacity" is the original *postage-saving* light-weight catalogue paper. It is one of a very few papers whose cost has been only moderately affected by the raw material famine, and which has maintained all its good qualities. It is acknowledged to be the biggest value of any catalogue paper made.

DELIVERY: We have several machines running on "Opacity," and while we cannot make any future predictions, we are now making 30 and 60 day deliveries.

SAMPLES: Send today for samples of this famous paper and get our prices. You will find a Birmingham and Seaman office in every advertising center.

BERMINGHAM & SEAMAN COMPANY

*Radium Folding Enamel—Samson Offset—
Opacity—Crystal Enamel—Advance Bond—Elite
Enamel—Bulking Eggshell—and other papers.*

Chicago :: New York

St. Louis

Minneapolis

Milwaukee

Buffalo

Detroit

District or Zone Supervision of Branch Offices

Sometimes the District Is Fully Equipped with Its Own Advertising Department

By Roy W. Johnson

[EDITORIAL NOTE—This is the third article dealing with the general subject of branch-office organization. Preceding articles appeared in *PRINTERS' INK* for June 1 and 15. A future article will deal with the subject of dividing branch territories.]

THE problem of supervising a branch-office organization so as to give the maximum help with a minimum of interference leads

organization is interesting. Prior to about 1910, the supervision of the company's branches was vested in the sales department at the home office, and the only authority on advertising was the advertising manager at Detroit. But the problem of keeping track of conditions in an increasing number of branches all over the country



DISTRICT ORGANIZATION OF THE BURROUGHS ADDING MACHINE COMPANY

naturally enough to the establishment of a district, zone or "block" system. The accompanying cut shows the arrangement of one such system, that of the Burroughs Adding Machine Company. The country is divided into five districts, each containing a number of branch offices which are under the supervision of the district manager, and each served by a branch advertising department with the exception of district number three which is served by the main advertising organization at Detroit.

The development of this or-

imposed a mountain of work on the sales department. So the country was districted, and the leading branch manager in each district was raised to the rank of district manager. He still was responsible for the conduct of his own branch, but in addition thereto he had supervisory powers over all the other branches in his district. Questions of policy originating in the Los Angeles branch, for example, no longer had to be referred to Detroit for decision, but could be taken care of in the district headquarters at San Francisco. Not only did this

represent a saving of valuable time, but it also brought to bear a much more complete knowledge of local conditions. Furthermore it relieved the home office sales department of a large amount of detail work and correspondence.

Experience thoroughly demonstrated the value of the district organizations, but it also demonstrated, in the words of the company, "that it was inadvisable to burden the district manager with the responsibilities of two large jobs.

FREING THE DISTRICT MANAGER

"Managing a large sales agency is a big proposition in itself. Men with experience and ability to recruit, train and direct large selling forces—giving all of their time to this work, are needed at the head of these agencies."

In brief, the company found that the district offices, which ought to be leaders in their territories, were losing in efficiency because the managers were obliged to give so much attention to other branches. So on April 1st of this year the district managers were relieved from the responsibility of managing a branch in addition to their supervisory duties. They no longer owe any special allegiance to any one office in their districts.

At the same time the district advertising departments were established, as has already been told in *PRINTERS' INK*.

"At the start," the company writes, "the duty of the division manager of advertising will be first to study the advertising needs of each of the several territories. This he, co-operating with the district manager, will do with the sales manager and salesmen on the ground. He will make researches, gather data and pass the material along with his own suggestions, and suggestions from the field to be built into effective advertising ammunition.

"Then he will study out with the field men in his territory the most efficient ways to use the advertising and develop with them plans of co-operation. With the district manager he will study

selling conditions in each territory and throw the weight of advertising help where help is most needed.

"Our national advertisements, business stories and any other advertising which may bring replies will contain the names of our district offices. Inquiries will be steered to these offices so as to get them into the hands of the salesmen more promptly.

"Business analyses will be made in the various territories, seasons for each line of business will be studied and plans laid to reach them in season."

In passing it may be well to emphasize one important advantage in leaving the district manager free instead of burdening him with the cares of a sales branch of his own. Many concerns which sell direct to the user under the quota system have more or less trouble in getting salesmen to give proper attention to the large buyers. The salesman has his individual quota to make, and he wants to make it *this month*. He knows that he can make it if he keeps plugging away on his smaller and easier prospects where there are only one or two people who have to be "sold." If he goes after the big corporation, on the other hand, he may have to sell a dozen different individuals and conduct a series of competitive tests into the bargain. It is true that the order may be big enough to account for several months' quota if he lands it—but suppose he doesn't land it. In that case he is behind in his quota, and he hasn't earned the commissions he would have received if he had plugged along with the small prospects. So he much prefers to "play safe."

Now the district manager who is not under the necessity of keeping up with a sales-quota of his own can be of great assistance in the handling of these large and slow buyers. He can work with the officers of a big corporation at intervals spread over six months or a year if necessary without feeling that some percentage clerk back in the home office is reading the record against him.

A Woman's Intuition

IN this country the hand that rocks the cradle holds the purse strings. Most of every family's purchases are made for the home and the purchasing agent is the wife, and not the husband.

She is a trained buyer, a shrewd appraiser of values, and the husband, who repeatedly has seen evidences of her good judgment, is conscious of the value of her opinion in that class of purchases which are left entirely to him.

It may be woman's intuition that leads the subscribers to THE PEOPLE'S HOME JOURNAL to prefer one automobile to another, but if you analyze that intuition you will find that it is founded on information obtained through the advertising columns of their favorite magazine. Are you addressing the executive head of the house exclusively—or the purchasing agent, too?

THE PEOPLE'S HOME JOURNAL

80 Lafayette Street, New York

A. B. C. MEMBER

THE PEOPLE'S HOME JOURNAL has 1976 subscribers in Akron, Ohio, exclusive of news-dealer's sales; 117 "subscriber-agents" represent it there.

THE PEOPLE'S HOME JOURNAL has 165 subscribers in Fresno, California, exclusive of news-dealer's sales; 31 "subscriber-agents" represent it there.

READER INTEREST is the thing that counts in advertising; rate per line per thousand is of minor importance. The paper that enters the home, that is read by every member of the family—*that's* the paper that pays advertisers. The Public Ledger is read in Philadelphia's better-than-average homes; it reaches discriminating financially-able purchasers. The Evening Ledger, with its six editions daily, reaches a wider field. Together, 180,000 strong, the two Ledgers cover Philadelphia's concentrated purchasing power.

THE LEDGERS

The Papers That Serve Philadelphia

If he glimpses a ten-thousand-dollar sale which will probably break three months hence, he is free to go after it without the sense that he is neglecting immediate results for the sake of future prospects.

VARYING DEGREES OF CONTROL

The control of district organizations may be vested in a hard and fast system like that of the Otis Elevator Company, for example (referred to in *PRINTERS' INK* for June 1st), in which the branch manager is not allowed to communicate direct with headquarters but must submit everything to his district manager, or it may be entirely devoid of formality. The limits of the district manager's authority may be rigidly fixed, or they may never be defined. There are no standards of practice to which a concern can appeal.

Branch advertising departments working either under the direct supervision of the district managers, or in close co-operation with them, are not uncommon. Thus the International Harvester Company operates through eighty-seven general agencies, many of which have their own advertising men.

"As for us," writes Geo. F. Whitsett, for the company, "our general agents are responsible for their territory, managing all the details of local administration. Under this, of course, comes the promotion man. With him there is this difference—that we take every opportunity to bring the agency advertising men in to the general office to post them as thoroughly as possible on our advertising plans and campaigns. The general agent is the ad man's boss and decides whether he shall spend his time in directing envelopes or visiting dealers, leaving the clerical work to an assistant. Of course, the home office can dictate the policy in a general way, recommending that the general agent get as good a man as possible, to give him assistance, and see that he has a chance to carry out our advertising policies.

"It may be because the distribution of farming machines must lean upon salesmen so heavily that the branch houses in this business are so necessary. Farm-machine advertising has not advanced to the point where we can force dealers to carry our lines by customer demand, and it requires a branch organization familiar with local conditions to go out and get the business. Of course, there are heavy machines to be stored and numerous depots would be required anyway.

"Our territory is divided among the several branches according to farming population. The branch manager is an employee of the company on a salary."

The Firestone Tire & Rubber Company, Akron, Ohio, is another concern which has recently adopted the branch advertising department as a means of bringing its work into closer contact with local conditions. The company writes:

"The Firestone organization operates direct from Akron through about forty-five branch offices. We are increasing this number continually and have added probably twelve or fifteen during the last twelve months.

"Under our branches next come agents and dealers. The difference between an agent and a dealer in our business is that an agent has exclusive rights in a given territory, which is sometimes a city and sometimes one or more counties. A dealer is simply a man who has a store and buys tires for resale. There are something over 15,000 dealers now handling Firestone Tires throughout the country.

"This is the network of our organization, and it is buttressed effectively by some 300 direct Firestone salesmen, who travel out of our forty-five branches, visiting agents and dealers to keep them closely in touch with our policies and plans.

"Our general sales manager, R. J. Firestone, with headquarters at Akron, directs all selling. He has two assistants and we have three district managers—one handling the West—one the East

and one the Middle West and South. We have recently established, in San Francisco, a direct branch advertising department to handle our advertising interests on the coast.

"This department is located at our San Francisco branch, and is in charge of a man who has been associated with our organization in Seattle for some time. He is a native of the coast region and understands the people out there thoroughly.

NECESSARY TO STUDY LOCAL CONDITIONS

"In the East we do not understand coast conditions as well as we might, and therefore our advertising out there is not as well fitted to conditions as it might be. A large clothing manufacturer the other day advertised fur coats in Los Angeles where they never have snow or any cold weather. The United States Government itself recently completed a naval training school at San Francisco. The roof on this building was trussed for forty pounds of snow to the square foot. Weed Chains advertised in Los Angeles recently that their chains were good in slush and snow. Such inconsistencies as this make an advertiser look ridiculous and shows to people on the coast that he is simply sending out syndicate stuff from his Eastern office and is not studying conditions.

"Many people out there do not study the marketing conditions of the East, and the Western people naturally assume that the Eastern manufacturer is not studying climatic conditions and other important factors and, therefore, his product is probably not very well adapted to coast use."

A somewhat more complicated organization is presented in the following description from the Scott Paper Company, Philadelphia:

"Our business is divided into two parts. First the retail line, which is sold through retail druggists, grocers, hardware dealers, stationers, and the house-furnishing departments of department stores, orders for which are

filled through the jobbing trade.

"The second part of our business is towels and toilet papers sold to hotels, schools, factories, etc., which in the smaller towns, or, I might say, out of the three large cities, Chicago, New York and Philadelphia, are sold through the jobbing trade.

"The entire United States is divided into blocks with a man in each block who is responsible for the business for that block. Under the block manager there are from one to ten men who solicit retail business and who are responsible to the block manager.

"In New York, Chicago, San Francisco, Philadelphia, we have a district manager who is responsible for the block managers in the territories surrounding these four main divisions. The district manager in Chicago has absolute say as to what goes on in the blocks under his jurisdiction. Correspondence is handled in all of these four main district offices, and all inquiries, complaints, etc., are handled from these offices in the manner as they see fit and to fit in with the general policy of the company. These four district managers are responsible to the general sales department in Philadelphia, where the general policies of the company are formed.

"The block manager's headquarters are generally in the main city in his territory, for instance, we have a Kansas City office handling Nebraska, Kansas and part of Missouri. These block headquarters have been placed throughout the country. In placing these block managers we have tried to follow trade channels. We endeavor to have Scott Paper Company known in these three States as Kansas City, as far as our representative is concerned, and the trade in this territory look to Kansas City block manager for help. If the problem presented to the block manager is beyond his control it then goes to the Chicago division, the Kansas City block being under control of the Chicago district manager.

"Block managers are under

17 Got Left

The September Cosmopolitan has gone to press with 192 pages and cover.

It contained 35107 agate lines of paid advertising—the biggest September in Cosmopolitan history in *both space and revenue*.

And still 17 advertisers, who wanted to use September, were disappointed because they could not get their copy to us on time. We, too, were disappointed.

We are two-minded about placing an arbitrary limitation on the amount of space acceptable in any single issue, but for the present we are confronted with *mechanical* limitations.

Remember that first forms for October close on August first. Make arrangements now to insure publication of your copy by getting it to us early.



Buy Goodwill in Towns of 10,000 and under

BUSINESS strategy and smart tactics understand *in advance* the possibilities of establishing goodwill ahead of competition.

Let us tell you how to place YOUR PRODUCT before the tremendous buying power

In 1,000,000 Homes

If you are not using HOME LIFE, there is a very productive virgin field for you here which I want to tell you about. Write

J. A. Lisher.
Advertising Manager.

Home Life

Larger Service
at Less Cost

RATES REDUCED NOW TO \$3.50 PER AGATE LINE

MEMBER AUDIT BUREAU OF CIRCULATIONS

ADVERTISING DEPARTMENT

PUBLICATION OFFICE AND PLANT
Ohio Street, corner La Salle
Chicago, Ill.
Tel. Superior 3280

EASTERN OFFICE IN CHARGE
A. J. WELLS, Vice-Pres.
1182 B'way, New York, N. Y.
Tel. Madison Sq. 7551

control of the company, we having no separate corporations. Our block managers are on a salary and bonus basis. Sales conventions are frequently held in one of these four district offices, and the training of salesmen is all done in one of these four offices, and as a man develops into a higher calibre he is either put out under a block manager or given charge of a block.

"As a rule we distribute all advertising matter from the Philadelphia office, and the handling of all small consumer inquiries is done from Philadelphia."

Seeks Injunction Against "Crisco"

Suit has been filed in the United States District Court at Cincinnati against the Procter & Gamble Company, and others, by the Magnolia Cotton Oil Company, of Houston, Tex., charging trade-mark infringement and unfair competition, and asking an injunction and an accounting of profits. The Magnolia company alleges in its petition that in 1909 it registered the trade-mark "Crusto" to cover a lard substitute made by it from cottonseed oil, and that the article was marketed extensively in the United States from and after February, 1910. It is alleged that after the registration of the trade-mark referred to the Procter & Gamble Company discontinued the marketing of a similar lard substitute under the names of "Flake White" and "Invincible," and adopted the word "Crisco" as its trade-mark, which has since been used and widely advertised.

"Penslar" Cigars and Chemicals Not in Conflict

In the trade-mark infringement and unfair competition suit of the Peninsular Chemical Company, of Detroit, Mich., against Samuel Levinson and the Penslar Cigar Company, of Cincinnati, the United States District Court at Cincinnati has held that the Detroit company's registered trade-mark, "Penslar," used in connection with medical remedies, toilet articles, and similar goods in the drug trade, does not cover cigars, and that the adoption of the name by defendants for their cigars does not constitute trade-mark infringement or unfair competition.

G. H. Hands With Priscilla Publishing Company

George H. Hands, formerly assistant advertising manager of the Carter's Ink Company, Boston, has joined the advertising staff of the Priscilla Publishing Company. Mr. Hands will represent *The Modern Priscilla* and *Home Needlework Magazine* in the New England field.

How Presto-O-Lite Branch Keeps Advertising Literature

Keeping suitable stocks of the various advertising forms always on hand is one of the most annoying and at the same time one of the most important details of branch-office routine. Before you know it one piece of literature may be entirely out of stock. Obsolete forms may continue in use if some simple check is not kept; and if the literature is not handled according to some system, much time will be lost in getting at the literature when it is needed.

To meet this condition the Boston branch has adopted a system which may profitably be copied at other branches. The chief trouble came from the fact that everyone in the office had access to the literature, and it was impossible to keep track of the stock. A salesman would take a supply for outside work without notifying anyone, and it was only by chance that new stocks would be ordered in time.

By way of remedy the care of literature was placed in the hands of one member of the office force, the file clerk, who is held responsible for the condition of the stock; and every person, without exception, who needs literature is required to procure it from the clerk in charge. Besides fixing the responsibility for any possible shortage that may occur, it tends to prevent a shortage by having a constant watch on the stock.

The method of arranging the literature is interesting. Starting at the top of the literature case, the same order is followed under subject heads as occurs in the general literature index. This saves time in finding a piece of literature.

The supply of welding books, battery books, and covers is kept in drawers in a cabinet where they will not collect dust. Each drawer is labelled with its contents so that one may speedily make up a complete catalogue or such parts as may be required.

At Denver the literature is kept in a similar cabinet, each compartment being numbered. An index to the cabinet is kept in a loose-leaf book, so that one has but to consult the index to find the literature needed.—"Prest-O" Notes.

Woman Appointed Advertising Manager

Miss Mabel Graswinckel, who maintained a service agency in New York for three years, is now advertising manager for American Steel Export Company. Miss Graswinckel is also secretary-treasurer of the League of Advertising Women.

Elected Officers of John O. Powers Company

C. S. Hallowell and Edgar Parker have been elected vice-president and secretary, respectively, of the John O. Powers Company, New York.

How Hart, Schaffner & Marx Adapt Their Letters to Prospects

Examples of Several Specimens That Have Earned a Place in the Regular Follow-up

"FOR a long time, a lot of our letters lost out simply because we did not keep in mind this basic reason for classifying a mailing list," said a manufacturer of office appliances. "We tried to sell a particular product to a great many classes of prospects, and we used the same letter on a big list of varied classes. We went at it cart before the horse. That is, we first picked the product we wanted to push, then picked out the market. Now we choose a market—a well-defined class of prospects within our mailing list—and then we pick the particular product from our line which would most benefit this class of trade. Results were revolutionized. In other words, we adapt the product to the market rather than the market to the product. Not a big difference, but it works well for us. It seems to be the right point of view."

This manufacturer maintains that *adaptation* is one of the big words in salesmanship. He confessed that he had lost thousands of dollars through expensive attempts to sell a product to non-prospects; and had wasted as much or more money in attempts which employed selling appeals that were not as well adapted to the prospects as they might have been had just a little more thought been given to adaptation. He calls it the "adaptation failure—the high crime in salesmanship."

CHALLENGE TO CONVICTION GETS ATTENTION

In scouting for a good case to illustrate this, the experience of Hart, Schaffner & Marx came to hand: how they encourage retail dealers to classify their mailing lists; how they learned in helping dealers sell their product that it pays the dealer much better to have a small list of names well classified than to have a large list

of names which are not so well classified. In preparing retail letters for dealers Hart, Schaffner & Marx take it for granted that the merchant's mailing list is classified. For example, they offer the following copy for letters to men who think they are hard to fit:

"Dear Sir:

"When we say nobody's hard to fit in Hart, Schaffner & Marx clothes, there's something in it for you.

"You know that we couldn't do business long if we were not prepared to live up to our statements.

"We can fit you perfectly.

"Do it in less than half an hour.

"Save \$15 to \$20 for you.

"If we can do all these things and give you as good or better quality than you've been getting, isn't it worth your while?

"You have all to gain and nothing to lose; seeing doesn't put you under any obligation."

This letter is well adapted to this type of man. It is focused on the one appeal which meets the chief resistance of this type of man. Therefore, whether or not his name is filled in does not make much difference. His conviction is challenged—the belief that he is hard to fit. Therefore, he is likely to be interested. "As a rule, whenever someone denies something we thoroughly believe we give attention," said the man who wrote the letter.

Another letter designed to accomplish this same purpose begins like this, "You are hard to fit. So is a big percentage of our steady customers," and so on. This attitude is not so effective. It lacks the challenge to a conviction, and really serves to strengthen that conviction. It is good, but not as good as the letter first quoted. Results bear out this conclusion.

The last paragraph of the first

Lord & Thomas Creeds

No. 4. Not Like War.

'Twas said at one time that business is like war.

Perhaps it was at one time, but there's been a reformation.

War means enmity, bitterness, deception and destruction. Victory rides on ruin.

Modern business means co-operation.

Secrets have become uncommon.

Oppression is obsolete, almost.

Strategy is rivalry in service.

Attacks are in bad odor.

Expediency, as well as conscience, forbids a ruthless act.

Competitors meet in conventions. What one man learns he gladly gives to others.

We have found that business thrives best in an atmosphere of courtesy and of mutual help.

The man who lacks this spirit should not advertise. He is at discord with the new-day trend. The less he lets men know of him the better.

This is the fourth of a series of business creeds to be published in *Printers' Ink* by Lord & Thomas. If you desire the set in card form address
Lord & Thomas, Chicago; New York or Los Angeles

letter illustrates effective adaptation. The words, "seeing doesn't put you under any obligation" accomplishes two purposes: relieves any impression that the merchant is blindly dogmatic in his first statement that "nobody's hard to fit," and it covers a real resistance. Nearly every man who is hard to fit has suffered more or less from the necessity of going out of a store without buying after having wasted considerable time, the clerk's time as well as his own. Furthermore, he has probably also suffered the "persuasion" of an order-taker who tried to fit his mind rather than his body. Somehow, this last paragraph makes the reader feel that the merchant would be broad-minded enough to acknowledge defeat and at the same time does not lessen his impression that he might get a fit at this store. And thus this simple-looking little letter is not as simple as it looks. Adaptation explains its effectiveness.

Now take this letter to farmers:

"Dear Sir:

"You want the kind of clothes that don't cost a barrel of money, the kind that wear well and give you a decent appearance when you are in town or at church or at the fair.

"We recommend Hart, Schaffner & Marx clothes to you because this concern makes suits in dressy worsted cloths at \$18, \$20, \$25 and \$30 that give you your money's worth.

"You will find here good, warm, sensible overcoats at \$16.50. We also have shirts, ties, sox, underwear, everything for fall and winter.

"You can have your money back if you are not satisfied with anything you purchase. We make no extravagant claims. We prefer to let the goods speak for themselves."

When the farmer goes to town to buy clothing he very often does not limit his purchase to a suit of clothes; nor does he limit his idea of the kind of clothing he wants to wearing quality and price; therefore, the word "dressy" in the second paragraph and the

mention of shirts, ties, sox, and so on, in the next paragraph are adaptations. According to the opinion of several farmers interviewed in small-town clothing stores, the last paragraph of this letter does the business. It seems that farmers yet feel that they are besieged with extravagant claims—dressed in cordial, even brotherly, phrases. "As a rule, the farmer hates to have the city man get familiar with him," said the small-town clothing merchant. "He likes to be dealt with on a strictly businesslike basis. The farmers around here are getting to be pretty good business men."

The last part of the first paragraph also is effective. It is a definite suggestion of need. The farmer pictures himself in town, or at church, or at the fair, and asks himself, "Will I look decent?" Classification of the mailing list makes possible this kind of definite adaptation—the kind that causes these letters to do the business. Three of the farmers interviewed remembered that the reason they decided to come in and buy a suit of clothes was because they wanted it to wear to church—yes, to look "decent."

JUST ENOUGH PERSONALITY TO FIT ONE TYPE OF MAN

The following letter is designed to sell a product adapted to the need of professional men:

"Dear Sir:

"You've noticed how the frock coat has come into frequent use among well-dressed business and professional men!

"The frock is a fine combination of dignified style with the appearance of daily business utility. We offer professional men like you an unusual service in these Hart, Schaffner & Marx frock coats. We'd like to have you see them.

"They're perfectly made in a number of beautiful patterns; dark greys predominate; very fine materials, silk lined; the best of tailoring; and we'll see that you get a good fit. Your choice of one, two, or three-button models.

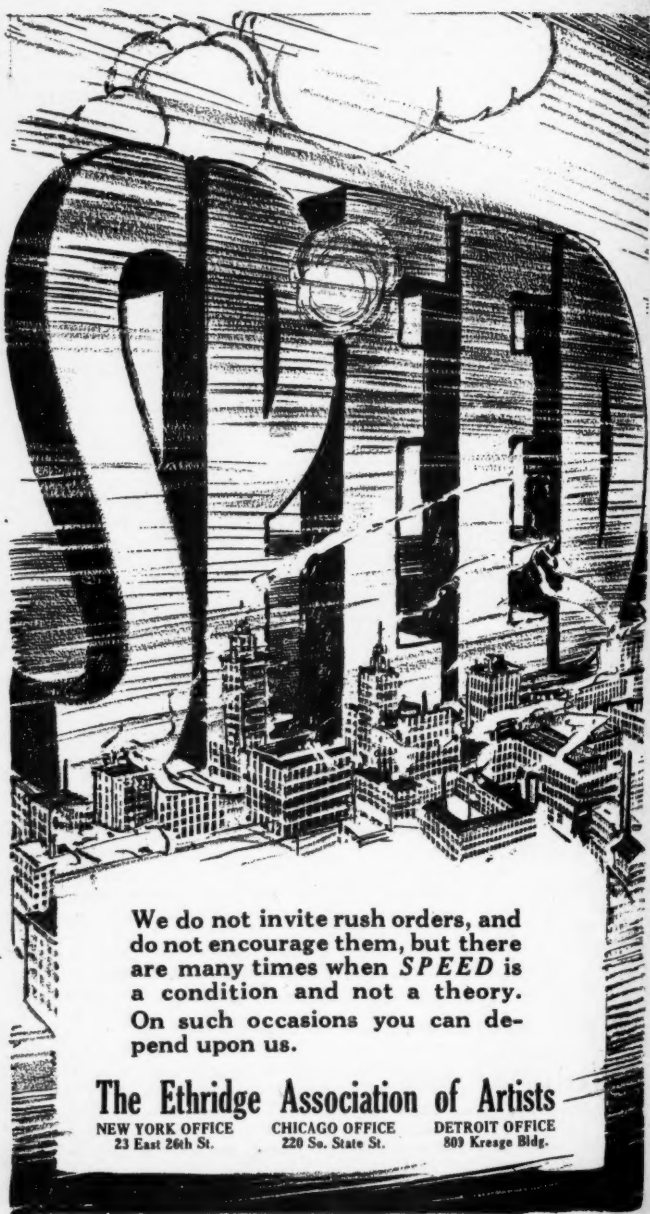
"You'll like the prices; \$30 and up for a frock coat and vest

We needed another first-class salesman to help sell our clients' goods and to sell this organization's service—

We have secured him in the person of

Mr. Maylin Hamburger
formerly of The Curtis Publishing Co.

Hanff - Metzger
Incorporated
Advertising Agents
95 Madison Ave., New York



We do not invite rush orders, and do not encourage them, but there are many times when **SPEED** is a condition and not a theory. On such occasions you can depend upon us.

The Ethridge Association of Artists

NEW YORK OFFICE	CHICAGO OFFICE	DETROIT OFFICE
23 East 26th St.	220 So. State St.	809 Kresge Bldg.

with trousers of a grey striped worsted."

This letter causes the professional man to feel that there is a ring of reality in it. It makes him feel that the salesman is talking to him face to face with his interests uppermost in mind. Such words as "like you," and especially "these" in the last part of the second paragraph, are largely responsible for the just-enough personal tone in this letter. Suppose the last part of paragraph two were written, "We offer professional men an unusual service in Hart, Schaffner & Marx frock coats." In that case the professional man does not get the feeling that he is being talked to earnestly by a real salesman. The word "these" does much to cause the reader to feel that he is in the store—to picture himself there—and thereby tempt himself strongly to go there.

"More real consideration for the particular interests of the particular class of readers to whom a letter is sent," said the manufacturer first mentioned, "would serve to increase the pull of many of the selling letters I get. Not a day passes but what a dozen or more letters come to me which are adapted to my needs about as much as they are adapted to my grandmother's simple wants. More and better adaptation seems to me to be the fundamental need in sales correspondence."

Increased Earnings for Western Union and American Telephone

The semi-annual report of Western Union Telegraph Company, whose campaign to increase the use of telegrams was recently featured in *PRINTERS' INK*, shows a net income of \$6,180,752 as against \$4,112,437 for the preceding six months. In the same period the earnings of American Telephone & Telegraph Company increased from \$20,442,628 to \$22,458,874.

Water Wings Nationally Advertised

The Kapo Manufacturing Company, of Boston, is running a timely campaign in newspapers and magazines for Kapo-Kantsink Swim-Wings.

Imitation in Advertising

Laments Tendency on the Part of Many British Copy-writers to Adapt Instead of Originate, and Especially to Imitate American Methods and Then Wait for a Lead

By W. Henry Miller

In *The Advertiser's Weekly*, London, Eng.

"NO man was ever great by imitation," said Dr. Johnson. There we have one facet of the truth. "All minds quote," said Emerson. There we have another. By saying also, "Quotation confesses inferiority," the elusive American completed the circle. "All creation is memory," it has been said, and there is a sense in which this is true. The only thing is, some people's memories are shockingly ill-furnished.

Perhaps it would be nearer the truth to say that creation is the art of adjusting old atoms to new environments—resolving things into their original elements and then reshaping those elements into new combinations of old forms. Imitation is a precisely similar process—and yet the imitator is a mere plagiarist, while the creator is a benefactor of mankind. The different result arises not so much from a difference in methods as from a difference in their application. The creator takes the whole universe as his province. The imitator contents himself with a tiny garden plot.

THE AMERICAN INFLUENCE

Imitative advertising has now become quite a profession in itself. The fame of Yankee-born ideas is partly responsible for this, though the chief cause may probably be traced to inherent unfitness for the business of advertising. Now I have nothing but admiration for the great majority of the advertisements carried by the leading high-class American journals. They abound with vigorous originality. They have the freshness of first-hand contacts. And because they furnish us with excellent examples of original

thought applied to salesmanship they are useful as models alike to artists and writers. But when I see men studying these advertisements with a view to finding in them the raw material of *new* ideas, I marvel greatly.

I have seen men gerrymandering with the chosen product of half a dozen brains, inebriated with the notion that from these ripe ideas they would cull prolific seeds of thought. But the net result of such efforts is invariably something anæmic, pallid and cold. They give but reflections—the mere shadow of a shade, and not the *vital* thought that comes from *direct* contact with things. There isn't the factory atmosphere, but only a cold phrase. There isn't the color, shape and size of the goods—the very taste and aroma—or whatever essence or quintessence resides therein; there is just a string of sentences that, though logical, perhaps, and pointed, lack the ring of genuine conviction.

COMPOSITE CRIBBING

It is easier to build with stolen materials when you are making a design, because you are less limited in your range. You can steal a bit of black stone here and a bit of white there—a headpiece from one picture and a tailpiece from another, and from several the component parts of a composite design. But even here the theft is apt to betray itself in a certain hardness and lack of nice adaptation to the copy.

"Why don't you work out some layouts from ——?" a friend of mine once said, mentioning a certain American journal. "All the studios do it." Good luck to the studios—but I prefer to do what *they* did whom I am asked to imitate when I can. It's harder, I admit, and it takes time—but in the long run it pays abundantly. One can take an electro from an electro, and a stereo from that—the impressions from each taking a straight line to extinction. And one can adapt paraphrased copy and modify cribbed designs—with similar results.

Empty platitudes! the clever

may sneer. But it is the things we know by heart that we are most in danger of forgetting. There are already signs that the admiration of brilliance is leading us into dead-end channels. Standardization has become a fetish. Quite a number of advertising men refuse to believe a piece of copy is good unless you can prove it is not original. Standardization tends towards fossilization. Marking certain styles as good, we are getting too much into the habit of watching for the lead of some bold spirit who dares to show us something new. Presently we shall fear to venture a step without consulting our newspaper files.

GET BACK TO REALITY

If advertising is to remain a force, we shall have to get back to actuality. We shall have to do more plodding preparatory work and less filing of imitable advertising. We shall have to consult the factory more and the rival factory's sales literature and advertisements less. There will have to be more first-hand burrowings for raw material—in a word, we must *create* new styles by doing just what has been done by those creators whom we so prodigally worship—studying the goods themselves—getting into direct, familiar touch with the factory—and—often most important of all—reading and observing omnivorously and incessantly.

A CHANGE OF METHODS

This means, of course, for many a radical change of methods—or, possibly, quitting the profession. It means, perhaps, greater division of labor. There are many useful departmental men who are blessed with every gift except the ability to create original ideas. Let us keep these men! We need their expert help, their fine business sagacity. These masters of detail have their place, and a very important place, in the business of advertising. But as a general rule they should not be entrusted with the getting out of ideas, not to mention superintendence of the idea department,

Merchandising Boston

When you want to know anything about dealer and consumer conditions surrounding your product, or service, in Metropolitan Boston—write the Merchandising Service Department of the Boston American.

This department will, upon request, make a local trade investigation and forward a report which will help you plan with greater certainty. It will help you eliminate costly mistakes.

Write for details. Find out what this department has done for other advertisers—how it helps solve New England sales problems—and what it can do for *you* in this territory—how it can help you with your Fall and Winter plans.

The Boston American has a greater net paid evening circulation than all the (five) other Boston evening papers *combined* and the largest net paid Sunday circulation in New England.



80-82 Summer Street, Boston, Mass.

Member Audit Bureau of Circulations

NEW YORK OFFICE
1789 Broadway

CHICAGO OFFICE
504 Hearst Building

Poster Association Takes Steps to Conform to Court's Decision

At Annual Convention, Barney Link Tells His Life Story in Promising to Stand by Small-Plant Owners

FOLLOWING Federal Judge Landis's decree dissolving the Poster Advertising Association, the poster men at their twenty-sixth annual convention, at Atlantic City last week, adopted resolutions amending the by-laws of the association to conform with the decision. Incidentally, the case is to be carried to the Supreme Court. The convention started Monday, July 10, with a business session, and the general meetings ran from Tuesday to Friday, the concluding day. About 350 delegates attended.

In discussing the effect of this decision, the assemblage listened to what was described by one as the most remarkable biography of the farmer-boy-to-president type he had ever heard. This was the talk by Barney Link, president of the Van Beuren and New York Bill Posting Company, in which he sketched his thirty-three years as a bill-poster, from wielding the brush to the time when he came to control a third of all the boards in the United States.

The occasion that led up to this personal narrative was that Mr. Link was discussing the possible effect on the small plant-owner of the court's decree. He said that of late he had become disgusted with the way things were going in the posting field because of court attacks, and after thirty-three years of it, was considering pulling out—a procedure which would leave him with a cool two million dollars. Following the court's finding, he met a small plant-owner on the street and confided to the latter his plans. The little fellow almost wept, saying that he owed Mr. Link money, the banks money, and that his all, something around \$8,000, was tied up in his plant. He feared if Mr. Link pulled out that he'd go under in the chaos he foresaw in such action. That set Mr. Link

to considering what would be the effect, not only upon this man, but upon the rank and file of small plant-owners, if he withdrew from the field. After a minute's reflection, he said, he gave the man a wallop on the back that pretty near floored him, and announced that he was going to stick by the little fellows and see them through it.

In recalling the troubles of the little fellows, Mr. Link sketched his own life struggles up into his found field. Starting from the time when a farmer-boy of twenty, in Waukesha, Wis., he related how he came East and shipped on a stone schooner bound from the Palisades, N. J., to a break-water somewhere on the Florida coast. Thence they sailed for St. Mary's, Ga., where they loaded lumber for New York. Off Cape Hatteras they ran into a storm that almost cut short the careers of all hands. Seaman Link was lashed to the helm, while the captain, lashed in the rigging, shouted orders. Mr. Link explained how the orders weren't always answered immediately, until he'd rid his mouth and throat of the water that poured in solid sheets over the stern and over him. To his thankfulness at having survived this experience he attributes his willingness now to stand by the little fellows in their present crisis.

He then went on to tell of his varying experiences as a circus bill-poster; how he was with Barnum in Canada when Jumbo died; how with a road Uncle Tom's Cabin company he acted not only as bill-poster but was called upon to act Simon Legree for an indisposed villain. On the road with the circus in the summer, in the winter he filled in by doing the bill-posting act for burlesque shows. Finally he joined Buffalo Bill, with whom he was associated for seven years, on

FIRST

Affected only by the changing seasons and those fundamental world-wide conditions which determine the business health of the whole country—The Plain Dealer maintains, unchallenged, its position of dominant supremacy among Cleveland newspapers.

FIRST in Display Advertising

In the First Six Months of 1916 The Plain Dealer printed 4,052,748 lines of Display Advertising and 31,095 Display Advertisements—a Gain of 531,818 lines and 1,953 advertisements over the same period last year.

FIRST in Classified Advertising

In the First Six Months of 1916 The Plain Dealer printed 1,738,618 lines of Classified Advertising and 274,301 Classified Advertisements—a Gain of 148,834 lines and 4,855 advertisements over the same period last year.

FIRST in Total Paid Advertising

In the First Six Months of 1916 The Plain Dealer printed 5,793,368 lines of Total Paid Advertising (Display and Classified) and 305,396 advertisements—a Gain of 679,784 lines and 6,808 advertisements over the same period last year.

The Plain Dealer

First Newspaper of Cleveland, Sixth City

Circulation in Excess of	{	140,000 Daily	} Net-Paid- for-in-Cash
		185,000 Sunday	

Western Advertising Representative:
JOHN GLASS
Peoples Gas Building - CHICAGO

Eastern Advertising Representative:
JOHN B. WOODWARD
Times Building - NEW YORK



BUILDERS *of* AMERICAN BUSINESS

WILLIAM H. FOSTER, PRESIDENT OF
THE GENERAL FIREPROOFING COMPANY

"SYSTEM, the Magazine of Business, appeals to me because it educates us by practical suggestion rather than attempting to make us submit to theoretical dogma. I find this makes reading it interesting and at the same time it is a most important business tool."

A large, stylized handwritten signature in dark ink, reading "W. H. Foster". The signature is written in a cursive style with a long, sweeping tail.

NUMBER LIV in the series of portraits of readers of SYSTEM

and off, making several trips to Europe with the show.

Finally, while with this show in 1894, he was impressed by the poor posting facilities in Brooklyn, N. Y., and sensing the possibilities offered in this growing borough, he left the show and with three others built a plant there.

Recently, he told, the Shuberts made an offer to use every board he has on Broadway, N. Y., from the Battery to Spuyten Duyvil. The offer, he said, was for more than he will make in twenty years—but he declined, because he said the use of this space should not be an exclusive proposition, but for the use of other advertisers wishing to avail themselves of it.

Mr. Link is interested in or operates plants in 451 cities and towns in the United States. The footage controlled by these plants is more than the aggregate of all the plants in Michigan, Ohio, Indiana and Massachusetts.

In one city alone he has 81,000 feet more than the next largest holder of bill-posting space in the United States.

Mr. Link has never had his name upon any imprint posted on his boards, nor has his name appeared on the letter-heads of his various companies, except wherever necessary.

The prize of \$1,000 offered by the association for the best poster to advertise poster advertising was awarded by means of the Swiss ballot to August Hufaf of the A. M. Briggs Company. That is to say, the popular choice counted 20 per cent towards the award, and the best percentage of four ballots by the twenty directors of the association counted for the rest. The design shows a huge waterfall, with gold and purple mountains in the background, an evanescent rainbow at one side, and a Niagara-green silhouette of mist in the foreground. The idea is to symbolize beauty, power and impressiveness as cardinal points of poster advertising.

Officers for the coming year were elected as follows: President, John A. Shoemaker of

Baltimore and Washington; vice-president, E. C. Cheshire of Norfolk, Va.; John H. Logeman was re-elected secretary for his sixth term, and P. B. Haber was re-elected treasurer.

Similarity of "Pyrex" and "Ryzon" Campaigns

GENERAL CHEMICAL COMPANY

FOOD DEPARTMENT

NEW YORK, July 13, 1916.

Editor of PRINTERS' INK:

The article which I have just read in PRINTERS' INK this morning by Mr. Murphy, on the Pyrex campaign, has been most interesting to me; particularly in view of the fact that if the words "Corning Glass Company" were changed to "General Chemical Company," and "Pyrex" to "Ryzon," the special advertising work which my staff have been doing since last September would be accurately described, even to the donation and the services of three demonstrators during the Allied Bazaar.

We have gone a little further with our store co-operation than the Pyrex people inasmuch as we have sent young women to call upon the grocers' customers personally, or to telephone them from their stores. This has been the preferred method of work over the average store cooking demonstration, and has had the same educational effect upon the retailer and his clerks which is mentioned in the Pyrex article.

The similarity of these two campaigns, being carried on at the same time, would certainly lead to the belief that advertising of educational value is being recognized by large manufacturers.

HARRIETT C. EMMONS,
Manager Ryzon Service Staff.

Overland Stock on 12 Per Cent Basis

Dividends on the stock of the Willys-Overland Co., Toledo, O., have been placed on a 12 per cent a year basis by the declaration this week of a quarterly dividend of 3 per cent in cash. At the same time the directors declared an extra dividend of 10 per cent in stock.

During the six months ending June 30 last, 94,477 cars were sold and delivered, which is 250 per cent more than during the same period last year, and slightly in excess of the total of 94,443 cars sold during the 1915 calendar year.

Census of Dyestuffs

In connection with its efforts to assist American manufacturers in meeting the shortage of dyestuffs experienced since the outbreak of the European war, the Bureau of Foreign and Domestic Commerce has been engaged in preparing a census of dyestuffs, principally to provide accurate statistical data concerning the American market for artificial colors.

The annual American consumption of coal tar colors is approximately 29,000 tons.—American Paint & Oil Dealer.

Encouraging Salesmen to Independent Thinking and Acting

"Slavish Obedience Will Never Result in the Development of Salesmanship"

By Norval A. Hawkins

General Sales Manager, Ford Motor Company, Detroit

ONE of the most important elements in successful direction of salesmen is to make them understand they are being regarded as *men*, not dummies. There is a marked difference between responding to directions and obeying orders. Slavish obedience will never result in the development of salesmanship. Therefore the executive should be careful to "lay down the law" only when a law is requisite, and then the reason for the law should be explained. Arbitrary acts by an executive erect a barrier between him and his salesmen. Over such a barrier intelligent co-operation in the execution of laws cannot be obtained.

The price policy of the house is an instance. A fixed price is a rock of stability which a salesman needs. But there is little use in saying to a salesman that the price must be maintained, unless at the same time the principles of price maintenance are clearly explained to him.

There should be a reason back of every business rule. And both executive and salesman should know that reason and understand it.

The executive when he sets a task for his salesmen should analyze that task so thoroughly himself that he will be ready to prove the soundness of his policy. He must anticipate the objections to that policy. He should answer the arguments against it before the salesman has time to formulate those arguments and to adopt them as convictions. The sales executive must sell himself and his policy to his salesmen.

It is important, too, that direc-

Portion of address before the World's Salesmanship Congress, Detroit.

tions should not be spasmodic. Too many executives are of the grasshopper variety. The salesman gets a letter and he wonders where the boss has jumped over night. The fault goes back to the fundamental trouble of not having a reason for everything that is done.

Nothing makes the salesman sorer than to get an order that he feels is just a notion. Half the time he thinks he'd be a fool to obey it, for it is likely to be changed the next day.

It is a fact, which we need to investigate, that in a very large proportion of cases letters from the executive are received with resentment by salesmen out on the road. I have heard men say they wished they could make their trips without getting any mail at all from the boss. It is one of the paradoxes of salesmanship that the man and his boss are apt to get into a scrap every time they exchange letters.

I believe emphatically in direction by the executive. But it is like driving a spirited horse. A fool at the reins will spoil the chances of a thoroughbred to win a race.

The principal function of direction should be, after all, not the teaching of obedience, but the inculcation of independence in salesmen. A sales-manager will direct *men* as *men*. And they'll do their best to carry out his wishes; because he first will make them understand what he wants and why. And as much as possible he will leave to them independence of action. He will ask *results*.

Loyalty, faithfulness, dependability—all the things an executive wants in salesmen must be based first on real respect for the

Picking the Leaders.
No. 2 of a
series of 15.



American Sunday Magazine
Saturday Evening Post
Christian Herald
Sunset Magazine
Popular Mechanics

From last information obtainable.

The A. O. Smith Co. and
their advertising advisers
Erwin & Wasey after most
careful analysis decided
that, with the appropriation
at their disposal, the above
list was most effective for
reaching motor cycle buyers

THERE are a few magazines so pre-eminently strong
that their use is always economically important.
The *most* good readers *per dollar invested*—is the real
basis of space value.

More and more advertisers are realizing that they *net* the
most good readers by picking the leaders in different fields.

AMERICAN SUNDAY MAGAZINE

CHARLES S. HART, Advertising Manager

1834 BROADWAY
New York City

911 HEARST BUILDING

Over 2,000,000 Circulation

Chicago

No Longer Second but

FIRST

In America

THE DETROIT NEWS and SUNDAY NEWS TRIBUNE

LED ALL OTHER newspapers in America in volume of paid advertising for the first six months of 1916. Grand total for the six months,

9,684,584 Lines

Lead, over nearest contender (a Pittsburg paper), 322,266 lines.

The Detroit News and Sunday News Tribune led all the great papers of New York, Chicago, Philadelphia, Boston, Pittsburg, St. Louis, Kansas City, Baltimore, Washington, etc.

THE REASONS:

A wonderfully prosperous city.

A wonderfully thorough circulation concentrated at HOME.

Net Cash Paid Circulation Average for June, 1916:

Daily	196,897
Sunday	171,936

The Evening News Ass'n.

Detroit - - - - - Michigan

Publishers of

The Detroit News	The Detroit News Tribune
(week day evening)	(Sunday)

For the year 1915 The Detroit News and Sunday News Tribune were second in America, their total volume of advertising for that year being slightly exceeded by one Pittsburg paper.

boss. That can be assured only if the boss has first respect for himself and then for the *man* in his salesman. He must have brains—and use them. The salesmen must be convinced he has brains. And he must have a heart, and use that, too. Sometimes the executive will need to speak sternly. But he must be just. It may arouse resentment at the time, but it will not rankle if the reproof is spoken to a *man*. A *man* will take his medicine from a *man*.

The big executive will take into consideration the natural independence of salesmen. It is a basic quality of their *manhood*. He will not only require tact from the salesmen in their dealings with customers, but he will use it, in his dealings with the *men* he directs. And the most important principle of direction is that the executive should develop himself first before he directs anybody else.

Direction of salesmen is something nobody but the right kind of sales-manager can do effectively.

He should put in at least half his time making good with himself. No one can direct others until he has first directed himself.

The relation between the executive and the salesman must be reciprocal. The salesman wants results. And he should get them, too, commensurate with the work he does.

I like to think that every salesman working under my direction has his eyes on my job. I like to think that every man who wins thinks he is fitting himself for a bigger place. I want him, if he is working in little territory where prospects are few, to use his victory in competition with other salesmen in similar territories as proof that he deserves a bigger chance. That constant incentive to keep doing better will remove the dangers of a slump from the best salesmen. It is always important to show the *man* in salesmanship the new goal just ahead; lest he become shortsighted in straining toward the immediate victory. I believe, too,

that no real *man* will fail to appreciate the interest of an executive who takes a friendly interest in showing him how to get the most out of his job, by laying before him new opportunities.

Are There Too Many Brands?

That grocers carry too many brands of goods is now a proven fact, yet there are many who apparently do not realize it at this writing. At one time the merchant who spoke of such a statement as being theoretical was listened to, but that time is now past, for it has been brought strongly home that here is one of the big mistakes merchants are constantly making in their business. Experimenting with various lines of goods may be all right in some instances, but there is always a time for stopping, and unless this is done there is apt to be a loss forthcoming some time when it is least expected.

The successful grocer is the man who will concentrate on certain brands of goods known as quality goods and leave the experimentation for someone else. Through pushing specific brands there is usually a business built up that is hard to beat. If more merchants would give this some thought perhaps more good would be forthcoming from this well-proven fact. Bear in mind above all things, Mr. Merchant, that it is useless to continually practice experimenting with different kinds of goods when a real business can be built up on quality goods that you are sure of at all times.

—From *Trade*, Detroit, Mich.

Antimony to Be Advertised in Business Papers

The Wah Chang Smelting and Refining Company, Ltd., of Changsha, China, has placed an American advertising appropriation in the hands of A. Eugene Michel and staff, New York. This company, operating under an exclusive grant from the Chinese Government, and said to be the largest producer of antimony in the world, intends to utilize publicity to develop new uses for its product and to strengthen the hold on American trade which has been gained by temporary withdrawal from the American market of competing brands made in countries affected by the war. The bulk of the advertising appropriation will be spent in trade and commercial publications.

W. F. Johns With Paul Block

The soliciting staff of the Chicago office of Paul Block, Inc., has been increased to ten men by the addition of William F. Johns. Mr. Johns, who is an Amherst College graduate, gained his first advertising experience in the East, in the advertising department of Burroughs, Welcome & Co. in New York, where he was for three years. For the past four and a half years Mr. Johns has been in the Chicago office of O'Mara & Ormsbee, traveling throughout the central West.

Norval A. Hawkins Heads New Salesman's Organization

Better Training of Salesmen Keynote of Detroit Salesmanship Congress

IF all the ninety-odd speeches delivered before the first World's Salesmanship Congress, held at Detroit last week, could be thrown into a melting-pot and the contents analyzed the outstanding thought would be the need for a more careful preparation of salesmen for the work before them. This thought cropped out in many of the speeches and crystallized itself into a resolution passed by the Congress at its closing session, designed to hasten the establishment of courses in salesmanship by more of our colleges and universities.

This resolution, the perfecting of a permanent organization with Norval A. Hawkins, sales manager of the Ford Motor Company, as president, and the raising of a fund of \$200,000 to finance the work of the congress during the coming year, summarize the news of the meeting, which was attended by over 3,000 salesmen and sales managers. The feature of the congress was the address by President Wilson, in which he urged the salesmen present to prepare for what was coming after the war. "Salesmanship," said the President, "must hereafter be touched with an ultimate comprehension of business enterprise throughout the globe. America will have to place her intelligence ahead of her goods. Salesmanship must take on an international atmosphere."

William C. Redfield, Mr. Wilson's Secretary of Commerce, spoke along the same lines, but emphasized particularly the need of cutting down waste. Referring to after-the-war conditions, Mr. Redfield said: "We shall see, no doubt, when the war shall end, and in a measure depending upon when that end shall come, an apparent reaction in our foreign trade. The mere recession of prices normal to the coming of peace will affect the volume in

dollars of that trade; yet with equal confidence I look for a second reaction upward in that foreign trade when American industries, conscious of their power because it rests upon searching study, shall send their men abroad into the inspiring contest of brains and character (for it will be no less) which will wage between the nations."

In his address before the general session on Monday afternoon, Hugh Chalmers, president of the Chalmers Motor Company, Detroit, declared that courtesy was the big, and often missing, essential in salesmanship. "The great prevailing fault among American salesmen and saleswomen," Mr. Chalmers declared emphatically, "is the fault of discourtesy. Deny it as you wish, but a thorough test will convince you of its existence. Courtesy costs nothing, and yet it pays bigger dividends to the man or woman who possesses it than any other requisite they have." Comparing his experience as a sales manager and a manufacturer, Mr. Chalmers said: "I have been connected with the manufacture of goods nearly all my lifetime, and it took me some time to realize the difference between manufacturing and selling. It finally dawned on me that in manufacturing you are dealing with tangible things, while in selling you are dealing very largely with intangible things which are hard to control."

SALESMEN URGED TO TAKE REGULAR PHYSICAL EXERCISE

Norval A. Hawkins gave the Congress the benefit of his experience in picking candidates for salesmen who would stand the greatest chance of making good. His address appears in part elsewhere in this issue. In the meeting Tuesday morning, A. C. MacMahon, of the National Cash
(Continued on page 63)

The Deadly Doctrine of "Let Well Enough Alone"

There is a simile that was used by a very interesting English writer that has been much in my mind. Like myself, he had often been urged not to try to change so many things.

I remember, when I was President of a university, a man said to me: "Good heavens, man, why don't you leave something alone and let it stay the way it is?" and I said: "If you will guarantee to me that it will stay the way it is, I will let it alone; but if you knew anything you would know that if you leave a thing alone it will not stay where it is. It will develop, and will either go in the wrong direction or decay."

I reminded him of this thing that the English writer said, that if you want to keep a white post white you cannot let it alone. It will get black. You have to keep doing something to it. In that instance you have got to paint it white frequently in order to keep it white, because there are forces at work that will get the better of you. Not only will it turn black, but the forces of moisture and the other forces of nature will penetrate the white paint and get at the fibre of the wood, and decay will set in, and the next time you try to paint it you will find that there is nothing but punk to paint.

*From an
address by
President WILSON
before the
PRESS CLUB
at Washington
in May*

There is a big and very important idea for every business man in this extract from one of President Wilson's addresses.

Particularly for the man at the head of the concern that has "made good."

"Success breeds indolence." Also emulation, imitation, competition and "knockers."

Speaking particularly from the standpoint of sales, the concern that doesn't "keep its fences up" is pretty apt to find sooner or later that those fences have turned into "punk."

There are a lot of concerns who are right now ignoring the value of continuous trade education.

"Business is booming." "More than we can do." "What's the sense of advertising when we are already beyond capacity?"

Forgotten are the blue days of eighteen short months ago.

How about eighteen short months hence?

"Preparedness" is as good a business policy as it is a military policy.

A few months ago we published a little booklet called "The Voluntary Blacklist—How It Cripples Sales."

It covered this same general idea of the poisonous effect on sales, salesmen, and business houses, of the lack of continuous effort, just because things are going well and all surface appearances indicate smooth sailing.

A number of big concerns thought so much of this booklet that they reproduced it in various ways for the inspiration of their salesmen.

Good doctrine for the individual salesman is also good doctrine for the "house."

Just read that book. (It might not hurt to read it twice.) And as you read, keep this question in mind. "What is my concern doing *now* to insure the making of the sales we will need to make in the *future*?"

And if you sell anything in the fields covered by the McGraw Publications you might find that these publications could help you answer that question to your very great profit.

McGraw Publishing Company, Inc.

239 West 39th Street, New York

Electric Railway Journal

Metallurgical and Chemical Engineering

Electrical World

Engineering

Engineering Record

Electrical Merchandising

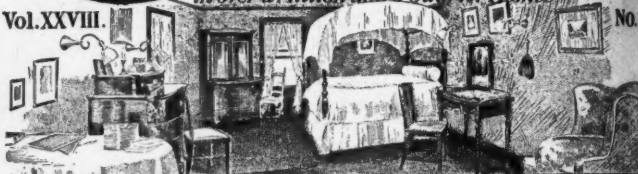
Members Audit Bureau of Circulations

SEPTEMBER 1916 COMFORT

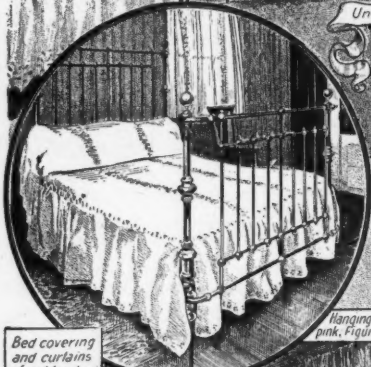
*The Key to Happiness and Success
in over a Million and a Quarter Homes*

Vol. XXVIII.

No.



Unbleached cotton Bedhangings and curtains



Bed covering
and curtains
of unbleached
cotton with
cretanne bands

Hangings of cotton cloth colored
pink. Figure on bed spread of same

Dress and Cur-
tains made of
unbleached cot-
ton with dotted
muslin collar,
cuffs, cap and
apron



Unbleached
cotton was
used for hang-
ings in this
sunshiny room
giving great
satisfaction



WHAT CAN BE DONE WITH COTTON CLOTH

SEE AD-
PAGE

WALTER
New York

Sept. COMFORT will be The Great Fall Outfitting Number

This issue is designed to be opportune and helpful in solving the economic problems of our readers who will soon be fitting out their homes for the autumn and winter.

The leading editorial will be headed: "Shop Early This Fall—Prices Are Going Higher."

The front cover, reproduced here, gives you an idea of the sort of matter with which this issue will be filled.

This Fall Outfitting Number will reach our back country folks at a telling time. They will be thinking then about the furbishing and brightening up which they do each autumn.

Why not let your advertising get the advantage of the buying impetus given by such an issue?

W. H. GANNETT, Pub., Inc.,
AUGUSTA, MAINE.

WALTER R. JENKINS, Jr., Representative
New York Office: 1628 Aeolian Hall.

FRANK H. THOMAS, Representative
Chicago Office: 1635 Marquette Bldg.

To Insure Half-tone Printing "Just Like the Engraver's Proofs"

HOW often have you been disappointed to find the cuts in your catalog, booklet or circular totally lacking in those delicate details that have cost so much pains in your art department and that showed to such excellent advantage in the engraver's own proofs! Even the best of engravings and the most careful make-ready and presswork cannot overcome the limitations of poor paper.

White Mountain Enamel

brings out the finest details with accuracy. The purity of its whiteness insures depth of contrast between high lights and shadows. Its smooth surface takes the impressions of the plates with sensitive fidelity that is almost photographic. All sheets are uniform in thickness and are well adapted for close registry. The price of White Mountain Enamel is very moderate.

All weights and sizes in stock.

"Paragraphs" for July will give you convincing evidence as to the printing qualities of White Mountain Enamel. But your interest will not end with the engravings. There is a wealth of information crowded between the Buckeye Covers. Free on request to every reader of Printers' Ink.

THE WHITAKER PAPER COMPANY
CINCINNATI, OHIO

Birmingham

Detroit

Atlanta

BAY STATE PAPER CO. DIVISION.....Boston
SMITH, DIXON DIVISION.....Baltimore

New York Office—Fifth Ave. Bldg. Chicago Office—People's Gas Bldg.

Register Company, told something about his company's policies in regard to encouraging their salesmen to take proper care of their health. He said that the company was coming more and more to appreciate the importance of a salesman keeping himself in the best possible physical condition, and advocated that salesmen set aside a definite period of each day for the purpose of physical exercise of some kind. He showed a chart, illustrating to the salesmen that success in salesmen hinged on six factors: Health, Knowledge, Honesty, Enthusiasm, Resourcefulness and Work—making Health and Work the most important.

In the afternoon session, presided over by E. St. Elmo Lewis, of Detroit, Warren Hilton, an attorney who has made a study of applied psychology, explained his views on choosing candidates for salesmen: "Find out what his hobby is, what kind of plays he enjoys, what books and magazines he reads. Go into these things minutely. You do not want a man whose only amusements are trivial pleasures, and who takes so little interest in his work that he reads no business magazine, and has not shown at least a passing interest in the study of business psychology as a means to preparing himself for bigger things."

M. L. Price, of the National Candy Company, of St. Louis, was of the opinion that too many sales bulletins do not really help the salesmen, but deal in meaningless generalities.

INDUSTRIAL SESSIONS WELL ATTENDED

As the Congress was made up of salesmen from many different lines of business, it was difficult for the speakers in the general session to get down to cases. In the industrial sessions held on Wednesday, however, the salesmen in the various businesses were grouped together. Of these sessions the automobile salesmen's meeting on Wednesday morning was particularly well attended. This meeting was addressed by several of the sales managers

prominent in the auto industry. Similar meetings were held by the lumber salesmen, real-estate salesmen, insurance salesmen, traveling salesmen, counter salespeople and sales managers.

B. J. Doyle, of the Keystone Publishing Company of Philadelphia, presided at the sales managers' session, and in his keynote address urged the sales managers present to give serious thought to eliminating the tremendous extravagance and waste in present-day selling methods.

Taking Mr. Doyle's cue, R. H. Grant, sales manager of the Domestic Engineering Company of Dayton, told the sales managers present of his experiences in organizing a manufacturers' school for salesmen. After reviewing the conditions to be met in organizing such a school, and how they may be overcome, Mr. Grant made a plea for giving the inside employee a chance to develop whatever latent selling talent he might have, so that he can become a salesman. Said Mr. Grant: "There are in every organization in the office and factory forces men who have latent selling ability and a great deal of ambition. In order to encourage these men to look forward to securing selling positions, and in order to give them an opportunity to develop toward that end, night classes may be held to good advantage. In these night classes young men from the offices and factory are given a course similar to that given salesmen who are new in the business. The classes are held once a week during the winter months. The students are instructed as to the values of the goods to the customer, and they are taught approaches, demonstrations, and closings, using the case method—that is to say, by carrying on supposititious sales and discussing at the end of each sale the good and bad points developed. This increases the interest, gives the men practice in talking and weaves theory into actual practice."

F. H. Dodge, sales manager for the Burroughs Adding Machine Company, spoke on the subject of quotas, and his speech, in part,

will be found elsewhere in this issue.

ADVERTISING INTERESTS TRAVELERS

Although advertising was mentioned by several of the speakers as being a growing factor in modern selling, its only place on the programme was in the address of Edwin A. Walton, advertising manager of the Burroughs Adding Machine Company, before the traveling salesmen's session on Wednesday afternoon. Mr. Walton made the point that advertising lifted the kindergarten work off the salesman's shoulders and left him free to do the higher and more important work. Mr. Walton said: "I like to look on my own particular marketing problem as on a railroad that runs from Ignoranceville down here on the plains to Ordertown up here in the mountains. For a long stretch the grade is very gradual, but near Ordertown is a mighty stiff grade that can only be made with the most powerful triple-expansion engine, called personal salesmanship. This great mountain engine can haul the train on the lower grade, too, but it is an economic waste to use it off the grade for which it was built. The lighter engine, called advertising, can only work on the lower grade, but on that grade it is most efficient. Railroads conserve their powerful mountain engines for use on mountain grades.

"Advertising can work in two ways. It can arouse curiosity in the goods or the project, secure inquiries and turn the curious prospects over to the salesman to educate. Then the big engine has to haul the curious passenger all the way from Ignoranceville to Ordertown. Or, advertising can seriously educate the prospects, loading a trainful and moving them to the next station and the next, and so get them where they all live, nearer to Ordertown. This latter is the mission of our advertising. It is to take the burden of the educational work off the shoulders of the salesman, to enable him to start in nearer to the order, to conserve his time and efforts for the work that

counts in orders taken and in commissions earned."

The concluding meeting on Thursday was given over largely to organization work. The constitution of the new organization gives as its object:—

To promote the dignity of salesmanship by the elevation of the rank of the salesman to a higher plane; to emphasize the ethics of salesmanship by adopting and maintaining "Standards of Salesmanship Practice"; to encourage contributions to the science of salesmanship in the form of books, lectures, courses and publications; to promote salesmanship study and research in public schools, high schools and universities; to stimulate the organization, everywhere, of Open Forum Salesmanship Clubs through which local interest in salesmanship as a dignified and profitable profession can be fostered; to discourage and eliminate fraudulent exploiters of salesmanship doctrine; to amalgamate salesmen and salesmen's associations into a central body, for the benefit of salesmen themselves, and for the benefit of the firms with which they are associated.

Under the constitution the Congress will be made up of local salesmanship clubs and salesmanship organizations, both general and industrial in nature. Concerns employing salesmen, interested in the betterment of salesmanship are eligible to sustaining membership. An executive committee is provided for, to be composed of fifteen regular members and the officers. Dues of \$2 a year will be charged; this amount including a year's subscription to the official organ of the Congress. Dues for sustaining membership are \$100, \$250 or \$500 annually, according to what the member values the service to be rendered.

As the delegates were divided as to whether the next Congress should be held in Philadelphia or in Chicago, it was left with the executive committee to decide. B. J. Doyle, of the Keystone Publishing Company, was elected vice-president. A secretary-manager is to be appointed by the executive committee, who will handle the details of the work.

E. H. Thielecke, formerly manager of the St. Louis office of the J. Walter Thompson Company, and of recent years connected with the Chicago office of that firm, has organized an agency under the name of Thielecke Advertising Company, with offices in the Webster Building, Chicago.

Waltham's Fight Against Infringers

In the watch trade the practice of unscrupulous dealers in imitating standard names has many times called for drastic court action. An example of such practices is to be found in the reappearance in the market of a variety of foreign watches made in the cheapest possible way in imitation of an American style, bearing names similar to standard American makers.

For instance, the Waltham Watch Company's name has been imitated under the use of the words "Waldum," "Walton," "Waldrem," "Wertheim" and a host of others, and while these names may not seem sufficiently close to that of the American product to cause great confusion, they have been used with type and script in such a way as to make the casual observer at first glance believe that he was buying a Waltham watch.

A recent development in a general campaign of aggression against the misuse of the name "Waltham" in any way is the action just commenced by the Waltham Watch Company against the Waltham Jewelry Company, of Worcester, Mass., complaint having been filed in the Superior Court here in an action in equity.

The complaint, which begins by reciting the history of the Waltham Watch Company, goes on to state that the defendants, disregarding the rights of the Waltham Watch Company, took the name Waltham Jewelry Company

for the purpose of deceiving the buying public and making their customers believe that the Waltham Jewelry Company is either the same as the Waltham Watch Company or an allied or subsidiary company; also, that the effect of the use of the name Waltham Jewelry Company results in leading ignorant buyers into purchasing watches of other makes in the belief that they are buying Waltham watches.

The Waltham Watch Company asks for a perpetual injunction restraining the Worcester concern from using in their business name any combination of words containing the word "Waltham."—*Jewelers' Circular*.

Russell M. Seeds Agency in Motor Accessory Field

F. H. Wheeler, president of the Wheeler & Schebler Carbuoretor Co., and Russell M. Seeds, head of the Russell M. Seeds Advertising Agency, have formed the Bales Distributing Co., at Indianapolis, and will develop a national sales campaign for the Bales Puncture Plugger. Wheeler is president of the new company, while Seeds is secretary and treasurer.

Kresge to Open 25 More Stores

It is announced that Kresge will open twenty-five new 5 and 10-cent stores this year. This concern is already operating in 132 cities.

What our advertisers say. No. 5 of a series.

FROM A SKIRT MANUFACTURER

Perhaps the best expression of our opinion of service that the *Dry Goods Economist* has rendered to us during the many years that we have used it, will be our statement that we plan to spend more money with you for 1916 than we have in any previous year.

We are constantly getting reports from our salesmen who cover the entire country with reference to the circulation of the different trade papers and our increased use of the *Economist* is based on the information thus secured.

DRY GOODS ECONOMIST

231 West 39th Street, New York

BOSTON - - - - 201 Devonshire Street

PHILADELPHIA - - 929 Chestnut Street

CHICAGO - - - - 215 So. Market Street

ST. LOUIS, 1627-1631 Washington Avenue

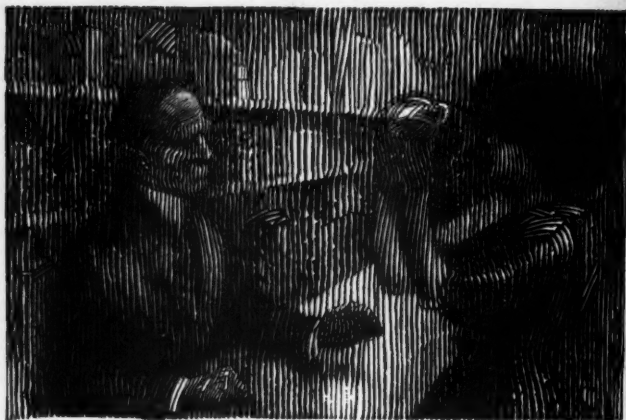
CLEVELAND - - - 516 Sweetland Building

CINCINNATI, 1417 First Nat'l Bank Bldg.

SAN FRANCISCO, 423 Sacramento Street

LONDON, (Eng.), 11 Queen Victoria Street

PARIS, FRANCE - - 2 Rue des Italiens



Selling Goods in the Dark

YOU would feel pretty sore if retailers sold your goods in the dark, so the customer could barely distinguish their special features—and yet, doesn't some of your printed matter present the goods just about as poorly as that?

Are not some of your cuts muddy and blurred—specky, flat and lifeless?

Don't blame the printer—perhaps your price didn't permit him to use good paper or put the necessary time on press make-ready. It's no use—you can't get good printing without paying for it.

Of course, the big thing is to get good paper. Your printer will be glad to use a Warren Standard if you will let him, because he knows any Warren Paper will print splendidly and will work well in the press. He knows



Printing Papers

He knows that wonderfully artistic effects can be secured on Cameo; that Lustro will bring out the maximum possibilities of your plates; that Cumberland Coated, Silkote and Printone will prove satisfactory and economical.

Just to make it easier for your printer, send for our 1916 Suggestion Book and learn all about Warren's Standard Printing Papers.

that one sheet is as good as another because of our success in standardizing paper-making processes and materials.

S. D. WARREN & CO., 163 Devonshire St., Boston, Mass.

Manufacturers of STANDARDS in Coated and Uncoated Printing Papers

A Lost Contract for Tinned Beef Stew Starts a Jobber Advertising

How a Wholesale Grocer Plans to Get More of an Extensive Line on the Grocer's Shelves

THERE is probably no older grocery jobbing house than R. C. Williams & Co., of New York, which was founded a year before the War of 1812 started. Nor is there a better-known line of packed goods on the Eastern Seaboard than this company's Royal Scarlet brand. This brand, which was brought out first in 1891, has grown to embrace a list of 225 separate items.

Up to the present this company had never advertised. Nor did it see any particular reason for doing so. The growth of the Royal Scarlet line was natural, the distribution fairly complete, and the consumer-demand increasingly good, despite the higher prices asked for these products.

To-day the company is advertising this brand five times a week in the New York newspapers and expects to extend the campaign to outlying districts of the New York market as events develop.

The circumstance that finally demonstrated to the company the possibilities in advertising, while not a pure accident, contains some of the elements of chance. Back in 1914 at the start of the European War a member of the firm conceived the idea of put-

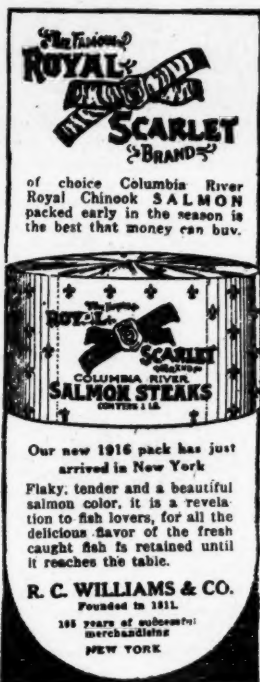
ting up a beef stew in tins, each tin to contain a single ration which a soldier might reach by ripping off the top with his bayonet. This stew consisted of

beef, rice, potatoes, onions, carrots and beans. It was submitted by the company to the Royal Commission in London in charge of commissary contracts, and so well did the commission like the idea that they adopted it. Unfortunately for the house of Williams, however, the commission took only the idea, but not this house's product.

That this company had never before advertised did not mean that it had never been led to consider advertising. But it could not see exactly how to advertise. With more than 200 products under one brand alone, it did not know whether to select a few bell-wethers from the line and plug these as leaders, or to advertise the trade-mark and brand exclu-

sively and let them carry the individual products along, as they were doing without advertising.

Then came the incident of the beef stew which proved the entering wedge for the present campaign. With a quantity of this new product on hand, made up for a specific purpose which had



DIFFERENT PRODUCTS WILL BE ADVERTISED IN SUCCESSIVE PIECES OF COPY

fallen through, it occurred to a member of the firm that this stew might find a good market in New York City.

"New Yorkers are a colony of cliff dwellers," reasoned this man, "the sort of population that comes out with the electric lights to do its marketing at the corner delicatessen. They buy soup in cans. They buy fish in cans. Why not the entree and vegetables too? That stew ought to make a hit."

When the incident of the government ration was related to an advertising solicitor who for some time had kept in touch with this company, he proposed to make this product the basis for an experimental campaign, to demonstrate the possibilities of advertising the whole Royal Scarlet line. To this the company acquiesced.

"We got our distribution first," said C. K. Smith, sales manager, in telling the story to **PRINTERS' INK**. "We sent a wagon from store to store and withheld our advertising until we felt that the distribution warranted going ahead. Then we started advertising to give the stew the initial shove."

In all, something over \$240 was invested in this little local New York City campaign, conducted last fall. "A meal for 10 cents" was the gist of the copy story, or "the bachelor girl's delight," as another read.

To-day the company is selling about 500 cases of this beef stew in New York City every week.

This brief publicity episode gave some inkling of the possibilities of advertising the whole Royal Scarlet line, and the advertising man was told to go ahead and draw up more extensive plans. Accordingly he evolved a campaign which the company intends to follow for a year, and eventually to broaden. A hundred times greater appropriation than that which launched the beef stew has been provided for this new campaign, which has been under way for more than a month.

It was decided that the first and most important function of the advertising should be to im-

press more firmly the brand label on the public. Therefore, for a week or two the copy simply emphasized the line, the quality story, the quarter-century prestige of the brand, etc. As the campaign continues, this feature of the advertising will ride uppermost in the copy. But it is also planned co-incidentally to broaden the market by displaying from time to time different members of the family, such as coffee one week, jams another, olives another, etc. Thus, where a grocer or delicatessen may carry from ten to twenty-five numbers, it is figured, by periodically playing up the variety of the line, the advertising should tend to widen the grocer's stock. Also, though by no means an incidental object of the campaign, is the hope of cultivating a still more thorough distribution.

With this idea in mind, the company is determined that there shall be the most thorough co-operation between the sales force and the advertising. To this end the advertising solicitor who is handling the campaign spends every Monday at the company's offices where he talks with the hundred or more salesmen, explains the coming week's advertising, distributes reprints of the copy to run that week, so that the salesmen may know what number of the line is to be featured. He also has a hook on which the salesmen hang suggestions during his absence, to be taken up when Monday comes around.

Just now they are working out a plan for a lithographed window trim which the salesmen will distribute, showing a variety of the line.

New York was selected for the first campaign because, as Mr. Smith expresses it, "We want to work first in our own yard."

The copy will be uniformly a column wide, but the depth will vary.

Arthur G. Smith has taken the position of publicity manager with *Wallace's Farmer*, after serving for nearly four years as an editor in the advertising department of the International Harvester Company, of Chicago.



*All the Family Select the Automobile.
All the Family Read The Youth's Companion.*

The Youth's Companion

Comparing the lines of *Automobile*
and *Tire Advertising* carried by
The Youth's Companion during
the first six months of 1916 with
the same period of 1915 shows
an increase of more than

100%

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Why Printers' Ink?

Of the hundreds of inquiries* coming to PRINTERS' INK, some can only be answered by us because of definite reference to articles we have published; but the majority call for advices which might be secured elsewhere. It is something of a matter of gratification to us that this is so, for we have grown to feel that PRINTERS' INK is looked upon by advertisers, agents and publishers as one thoroughly reliable source of advertising and merchandising information—complete—accurate—impartial. As in the case of the 70-year-old and universally known piano manufacturer who asks us how the trade secrets of the house may be protected;

— the large advertising agent, handling hundreds of thousands of dollars of appropriations, who comes to PRINTERS' INK for any and all help we can render in the way of supplying data on mail order subjects;

— an exporting firm which wants to know what obstacles and successes have been met by manufacturers in marketing packages containing an assortment of products;

— a sizeable agency where data is needed on the direct relation between gross sales and advertising appropriations;

* We have received 133 between July 10th and July 17th.

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— the sign manufacturer who is anxious to learn if the idea of leasing retail window space to manufacturers has panned out successfully;

— a large Western automobile manufacturer endeavoring to verify the statement that selling expenses in his field average $33\frac{1}{3}\%$;

— a furnace manufacturer inquiring if the post office will permit a prize competition, without awarding a prize to every competitor;

— one of the country's most prominent agricultural implement manufacturers asking for the names of advertising agents specializing in community advertising;

— a Southern publisher who is contemplating raising advertising rates seeks advice on the best methods of handling the problem;

— a cement manufacturer who wants names of all trade papers, newspapers, etc., with service bureaus or departments;

— etc., etc., *ad infinitum*.

Contrary to the general rule that gratuitous service is valued accordingly, our files contain hundreds of letters from those whom we have been able to help, expressive of their appreciation of PRINTERS' INK.

We, in turn, are glad that we have been able to meet the test of their confidence in us and have been pleased to be of assistance.

Printers' Ink Publishing Co.

185 Madison Avenue
NEW YORK

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The Grand Rapids Furniture Record

Produces Results

for Example

THE PLAYER PHONE
TALKING MACHINE
COMPANY, writes us on
May 29, 1916—

Gentlemen:—It gives us great pleasure to state that our advertising in the "Record" has brought remarkable returns. Not only have we received a great many inquiries through your publication, but the actual sales resulting therefrom have been most gratifying. We feel that it is no more than just that we write you this letter of appreciation.

RECORD FACTS

The Grand Rapids Furniture Record is the national journal of the furniture trade, having the largest circulation of any trade journal to retail furniture merchants.

MEMBER A. B. C.

Both the "Record" and the "Furniture Manufacturer and Artisan" (also published by this company) are audited by the A. B. C. Together these papers reach all branches of the furniture industry.

Periodical Publishing Co.

GRAND RAPIDS, MICH.

New York
105 W. 40th Street
Bryant 6880

Chicago
1422 Lytton Building
Wabash 8000

Revolutionizing a Business with a Twice-rejected Specialty

Lavish Trade Work and Combination Offers to Public, Backed by National and Local Advertising, Put "Sterno" on the Map

By Charles W. Hurd

FOR over fifty years S. Sternau & Co., of New York, had manufactured and sold a line of heating and cooking utensils. Their annual business had attained a very respectable volume, their position in the trade was an assured one.

This was the situation, when, two and a half years ago, the advertising proposition was first put up to them. To-day the old business is undergoing a revolution. Percolators, pots, kettles and pans are no longer being actively pushed. They have been reduced to providing a background for a new fast-selling specialty *turned up by the advertising probe*. This new product, a solidified alcohol, known as "Sterno Canned Heat," is the tail that has begun to wag the Sternau dog.

It would not be true to say that success came all at once. There were some heart-breaking intervals before that. Not until the conditions were made just right did the magic consent to work. It was the trade arrangement with local advertising as a part of it that more than anything else turned the trick. It is more intensive trade work, local window and national advertising that has multiplied the sales this year to date by 220 per cent. And among the other methods, a carefully schemed trial campaign in four cities to discover weak spots in the sales plan and pave the way for the big 1916 national sales drive stands out as a feature that has given good account of itself.

It is the old, old story, in the beginning, of a house "having nothing to advertise" and of an advertising missionary later opening its eyes. The missionary had been advertising manager of a large department store, and had

left it to join an advertising agency. S. Strassburger, the vice-president and general manager of the Sternau company, had previously done business with him and he now wrote him a letter of well-wishing, also inviting him to call when he could. In the course of time the advertising man did call. He talked advertising. The idea was agreeable to the manufacturer; he knew of countless advertising successes. But he had "nothing to advertise" himself, he said.

THE HEADLINER DISCOVERED

However, they went over the line, item by item, and by and by it came out about the solidified alcohol. Solidified alcohol has been in common use in Europe for fifteen or more years, having very nearly driven the handy alcohol lamp and stove off the market there. Mr. Sternau had brought the idea back with him from Germany on one of his transatlantic trips, and his laboratory "engineer" had adapted it to American requirements. But the novelty never "went." And several other houses that thought they saw an opportunity in the same commodity had the same experience.

The advertising man inquired as to the manner of marketing it and found that only old-line methods, suitable enough to the staple goods, had been followed.

"You didn't advertise it, though," he said. "I believe this is your big thing. What do you say?"

Mr. Strassburger had thought so before. He couldn't see any reason why a product in common use abroad and possessing such advantages of convenience in handling shouldn't appeal to the American habit.

It was decided to try it again, with advertising. A \$5 Christmas outfit was fixed up and this trial mail-order campaign was launched with quarter-pages in a woman's magazine and a national weekly. They were all perfectly sure the house had a world-beater, but they were minded to go slow until the results came.

Unhappily, there weren't any—the offer fell flat.

Probably most manufacturers

First, the name was wrong. "Sternau's Solidified Alcohol" did not set the imagination afire, whatever it might do to the Welsh rarebit. So they chose a new one that was an advertisement in itself. "Canned Heat"—"Sternno Canned Heat."

Second, the introductory offer had been all wrong. There was no point in sneaking in a striking novelty under cover of a percolator or chafing-dish outfit. It should have been put forward on its own merits and made as easy as possible for the public to get. At ten cents, the price it would normally sell at, thousands would buy it just to see it work. It was decided to do that.

Last, the way to market a low-priced novelty of this nature was not by means of mail-order, but through the trade, and the method was through a drive with some special merchandising contrivance that would put the dealers on their toes.

These points settled, the company and the advertising agency laid out a short advertising preliminary in six national publications and also, as a means for getting into the

metropolitan market, which is so often a first step to national distribution, entered into an arrangement with the Riker-Hegeman stores offering two ten-cent cans of Sternno with each consumer-purchase of a 50-cent Sternno heating device during a week's sale. The company also ran a large ad in the local papers.

To insure the liveliest co-operation of the store salespeople an offer of prizes was made. The managers of all stores reaching a certain minimum of sales were

You Get These 3 Cans At Your Dealer's, Using Coupon Above

Sternno Canned Heat is a paste which, at the touch of a match, will burn over an hour and can be extinguished and relit again and again until the bottommost particles on the tin are consumed.

For soups, stews, dumplings, mince-pies, and has for some time been the favorite of the army and navy.

During Our 10-Day Sale, Starting June 15th and Ending June 26th:

1 can with every purchase of the \$1.50 (or more) Sternno Cooking Outfit

2 cans with every purchase of the \$1.00 Sternno Cooking Outfit

1 can with every purchase of the 50c Sternno Heating Device

Always look for the green can with "Canned Heat" on the red label. Sold in Drug, Hardware, Groceries, Department, Dry Goods and Specialty Stores.

S. STERNAU & CO. 383 Broadway, New York

10c Can
10c Can
10c Can
10c Can

PAGE OF NATIONAL COPY FEATURING COUPON OFFER WITHOUT SHRIEKING ABOUT IT

would have dropped the thing there. But Mr. Strassburger's blood was up. He had come to guess where the earlier attempt to market the product might have fallen short, and instead of blaming the product, or the public, or the advertising idea, he instituted a more searching analysis of the methods used.

This immediately revealed two or three likely reasons for the failure of the campaign and all other attempts to popularize solidified alcohol in this country.

$$12 \div 2 = 12$$

¶ All wrong, says the first class in arithmetic.

¶ Quite right, however, as illustrating the advertising gain of the Baltimore SUN this year, since the gain in *six* months of 1916 equals the gain of *twelve* months of 1915.

THE PROOF

12 Months'	1,517,512
Gain 1915	

LINES

6 Months'	1,714,276
Gain 1916	

LINES

Circulation

MORE THAN

164,000 Paid Daily

THE BALTIMORE SUN

The Paper That Is Growing

Stock Farms Are the Best Farms in Every State

The land is rich where live stock is fed.

The owners are men of sense and substance.

They are manufacturers, not miners.

That is to say, they operate their plants to produce a finished article, saving the by-products for themselves instead of hauling their crops and their soil fertility to market.

The Breeder's Gazette is their favorite newspaper.

That is a generally admitted fact.

The reasons why this is so are obvious.

Men who have QUALITY in their farm animals demand QUALITY in their reading matter.

They know that this is to be had in The Breeder's Gazette.

REGULAR MAILINGS OF

The Breeder's Gazette

FOR 1916 HAVE BEEN AS FOLLOWS:

January 6...92,049	copies.	March 23...93,720	copies.
13...91,623	"	30...93,780	"
20...91,550	"	April 6...94,200	copies.
27...90,747	"	13...94,460	"
February 3...92,447	copies.	20...94,650	"
10...92,240	"	27...94,680	"
17...93,040	"	May 4...94,950	copies.
24...93,240	"	11...94,050	"
March 2...92,640	copies.	18...94,200	"
9...93,600	"	25...94,329	"
16...93,720	"		

Total1,959,915

Average93,329

Less copies mailed to advertisers, agencies, agricultural schools, exchanges, etc.....2,607

Total net paid.....90,722

Sample copies not included in this statement.

These 90,000 readers of The Breeder's Gazette are the farmers who own the valuable lands of the country and who farm with intelligence and capital—who grow large crops by the best methods and with modern equipment—and *in connection with pure-bred live stock.*

You can reach them through the business columns of their favorite newspaper,

The Breeder's Gazette

542 South Dearborn Street

Chicago, Illinois

Member Audit Bureau of Circulations

GEORGE W. HERBERT, Inc.,
Western Representatives,
600 Advertising Bldg.,
CHICAGO, ILL.



WALLACE C. RICHARDSON, Inc.,
Eastern Representatives,
381 Fourth Ave.,
NEW YORK CITY.

promised a chafing-dish set or some similar set in the line, and the clerk or clerks in the store a coffee percolator or dish.

Proposals of a like tenor were made to the jobbers. Prizes were offered to their salesmen and allowances were made for advertising in various sections where the jobbers had retail representation or special connections. On their side they gave generous space to Serno in their catalogues, distributed the advertising literature and spurred on their salesmen.

The display material for store and window was not extensive, but it was probably adequate. The most striking part of it was the package itself, which is red. One of these supplied canned heat to a percolator in each store during demonstration periods.

Marketed in this way after the two previous failures, the new product had an almost instantaneous success. Within a year the whole country was blanketed, even if rather thinly in some places. And repeating had begun.

Repeating in this case meant much more than it would have in the case of an ordinary product. Serno, in one important respect, is like the safety-razor blade, or the electric storage battery—you use it a few or certain number of times and then buy another. The boiler, percolator, chafing-dish set or whatever you bought with it the first time is useless without the Serno. No other solidified alcohol will do, no other will fit. In other words, it is a perpetual refill proposition, which ends with people buying the re-

fills by the quarter or half dozen.

The first Sernos were sold with a 50-cent boiler. The company could well have afforded to give the boilers away for the sake of starting a demand. It is all the more to the credit of the sales plan and the advertising that the product "went" without that sacrifice. It did not so much displace fluid alcohol outfits as cre-



The \$1 WORTH
Sternos No. 1

YOU can get the entire outfit pictured below, consisting of a beautiful, globular, solid brass boiler, heavily nickel-plated; a cover of the same material; an 8-inch, satin-finish serving-tray, and a ten-cent can of Serno Canned-Heat for—a dollar! Boiler and cover fitted with non-heating, ebonized-wood handles.

Serno Canned-Heat is the new, safe, non-explosive fuel (looks like cold cream) in the clean, non-spillable tin. One can will burn steadily for more than an hour. Come in and see our big line of Serno Cooking Conveniences.



(Dealer's name)

A few of the many uses for Serno Canned-Heat for Instant Cooking are pictured above.

DEALER ELECTROS OF UNUSUAL TYPE WERE WIDELY USED TO BACK WINDOW DISPLAYS

ate new users for its own. No doubt the quick response of the public to the right stimulus could be traced back to the Hot Point and similar advertising. People were being educated to handy, fussless, instant devices for irregular heating and cooking. But there are many places where electrical connections are not available, in traveling, camping out, etc. And for this purpose

the Sterno equipment was fitted and relatively inexpensive.

Having found the right marketing method, the company continued it. It repeated its local advertising from time to time and its stimulation of the store managers and jobbers' salesmen.

After a year the advertising account changed hands and passed into the office of Sherman & Bryan. By this time a foundation for the product had been laid. Thanks to the jobbers, distribution was general. But the house was in the dark as to just where it was thick or thin. It had no mailing-list. It did not know its live dealers. It was not sure if the people who had purchased by mail last year were getting "refills" in their own neighborhoods. The company wanted definite information because it was planning a big "week" or two this summer with larger advertising support than before.

The plan eventually took the important shape of a "National Ten-Day Sale" of Sterno Canned Heat and cooking outfits with prizes for sales and window displays.

In order to get the desired mailing-list, the company had recourse to the jobbers, but instead of asking simply for the names of live dealers or for those who had stocked Sterno, it combined this action with another. The jobbers' salesmen were asked to collect post-card orders for window displays from the dealers for the week of June 15 to June 24. Special prizes of a coffee-machine set, chafing-dish set and casseroles were offered the salesmen who turned in the largest number of dealers' orders for the display.

To the list thus supplied, comprising 3,128 names of dealers promising window and store co-operation, the display material was sent out and literature for distribution imprinted with the dealer's name. Folders were also mailed out to a list of 40,000 other retail dealers in the drug, hardware and dry-goods field having a rating of \$5,000 and over. To both lists an offer of prizes was made for window dis-

play and the most effective newspaper ad run by the dealer in connection with the sale. Free electrotypes in a great variety of sizes were offered.

This work on the dealers familiarized them with the house, the product and the plan. So far as possible it made them receptive to the forthcoming stimulation of the national advertising. Their participation in the drive was needed even to make that advertising effective.

PLAN HAD FIELD TRY-OUT

Then the company went on to take a further precaution that is too often neglected by national advertisers, but is becoming increasingly popular with seasoned campaigners and advertising agents. It prepared its advertising and merchandising plan for the big drive, but instead of resting satisfied with its office-chair analysis, it took the plan and gave it a field tryout under actual conditions.

The house knew perfectly well that the goods would sell well enough under unusual conditions, because they already had sold. What it wanted to find out was how they would sell under something approaching normal conditions. It could not go on forever stimulating dealers and their clerks to extraordinary exertions by prize offers in every store. How far would the public respond to straight advertising or take advantage of a coupon offer? Should it offer one can or two cans with the 50-cent boiler?

This was an important matter, because the rise in the price of alcohol from 23 to 68 cents in a year and a half had squeezed some of the profit-margin out of the specialty, and made a premium offer a ticklish question.

The method itself was too good to abandon; it added a good-will-getting value to the ad even when the coupons were not clipped and redeemed in large numbers. Thousands of people would cut the coupons out and never redeem them, but nevertheless buy afterward. Thousands would see them and neglect to clip them.

Complete service in advertising including billposting

A man who is a national as well as a local advertiser said to us recently:

"I realize the value of placing all of our business through one channel, but where can I get such service?"

For years this has been our constant aim:

To be able to give unbiased advice regarding the best mediums—

To know when and where to use newspapers, magazines, farm papers, trade papers, billposting, painted signs, street cars, singly, collectively, or two or more together.

The most successful advertisers are those

who can get *dependable* advice, service and business analysis from their advertising agency.

It takes a well rounded and fully equipped organization to do this.

We have *such* an organization, and beside giving a *complete* service, we make a specialty of merchandising audits and trade-mark protection.

We are interested in securing customers whose business *needs* this kind of service, and also those who particularly need the stimulating effect of bill posting in certain territories.

Will you write? Or telephone Randolph 6600, Chicago.

We are now handling a larger volume of business than in any year of our 18 years' experience covering nearly every medium.

WILLIAM H. RANKIN
President

WILBUR D. NESBIT
Vice-President

HERMAN A. GROTH
Secretary and Treasurer

MAHIN ADVERTISING COMPANY
104 South Michigan Avenue
CHICAGO

This Window First Among Prize Winners at Philadelphia Convention

Over Three Hundred in Competition



The display was based on an 1847 ROGERS' BROS. silverware advertisement which featured the fact that this famous brand of silverplate has had an unbroken popularity for more than 65 years.

Our wares received notable prominence in connection with the Philadelphia Convention, we having furnished all of the sterling silver trophies awarded to the merchants by the Quoin Club.

And, as is well known, the famous PRINTERS' INK CUP is of our design and manufacture.

INTERNATIONAL SILVER CO.
Meriden, Conn.

Just as an evidence of the manufacturer's faith in his own proposition, the coupon was a worthwhile device.

The question was, therefore, not what plan and coupon offer will produce the largest number of coupons, and so apparently justify the advertising, but what will produce the largest net profit, the expensive premiums reckoned in. Would one ten-cent can do it, or would two cans be needed? Should the premium be featured strongly or be treated as a concession?

These were not easy matters to decide, and the house resolved to get whatever light it could from the public by putting it up to the consumers of four cities in three different ways. Albany, New Haven, Allentown, Pennsylvania, and Akron, Ohio, were selected. Two of the cities were doubled up, to check each other, on one plan which was believed to be the best of the three. Three ads of ten inches over three columns were run in two papers of each city. In one city two cans of Sterno were offered free with each 50-cent boiler, in another city one can was to be given. The combinations with the advertising were different in each. Window displays and imprinted circulars were of course provided.

The trial campaign proved satisfactory in every respect. It not only afforded a strong indication as to the best merchandising method to pursue, but it yielded two or three by-products not anticipated.

One of these cities proved exceptional in the newspaper co-operation given. Two local papers reported on all the dealers in town as to whether they carried Sterno, whether they would carry it and whether they would display. They even opened up several new accounts. When the company's salesman got to town he found a newspaper representative ready to go around with him and complete the work.

Another important service performed by the trial campaign was in the uncovering of a lot of sore spots that the company was not

aware existed. It had raised the price of one of its outfits last year from 50 to 75 cents. It had consulted Riker-Hegeman and other metropolitan retailers before doing so. None of them had made any objection, and it had not heard of any others.

But when it started the local campaigns it found a number of dealers, who refused to stock until they had been convinced by explanation that the company was not running a get-rich-quick game and that it was putting out a better article at 50 cents this year than last year's at 75 cents.

SOLVING THE COUPON PROBLEM

The national campaign began in March with quarter pages in several general and women's magazines, and worked up to colored pages in two mediums in June. The coupon problem was settled by running the coupon only in the color pages and not in the preceding ads, by featuring it there and by making the coupon good for one can of Sterno with a purchase of the 50-cent cooking outfit, for two cans with a \$1 outfit and for three cans with a \$1.50 outfit. Coupons printed in the dealer's own local ads were also to be honored. Sample cans were offered in the national advertising for ten cents. On two days near the end of the drive, June 15 and 26, three-inch coupon ads were run in two papers in New York City and in one paper in each of twenty other cities, which had the effect of causing a great many dealers to feature Sterno in their own advertising.

The immediate effects of the drive will not be exhausted for some weeks, but it is possible to give an idea of what the campaign means. Sales to the trade just before the drive were running 220 per cent ahead of last year's records. While this is in part due to the dealers stocking up for the special occasion, it is not entirely so. Further demands from the jobbers have exceeded the factory capacity by one-third.

The co-operation of the trade must also be regarded as a very substantial result of the advertis-

ing. It would not have been given if the Sternau Company had not shown a liberal disposition. Can you imagine any manufacturer getting 3,128 window displays for the mere asking, because of the superior merits of his product? It takes advertising and merchandising to bring off a thing like that. The average show-window a few years ago was valued at \$10. It's worth more nowadays, no doubt. Three thousand show-windows at \$10 each is \$30,000—\$30,000 of advertising in addition to the sales. Many of the windows were worth a good deal more. The Times Square window of a chain store in New York City is valued at \$250 a week, and it was given to Sterno. And the chain and hundreds of independents used newspaper space to advertise it.

Substitutes and imitations have sprung up, but their chief effect is probably to make as much business for the pioneer as they make for themselves.

The fall campaign now being planned will be on the same or even more elaborate scale, though with new contests and selling angles.

Southern Publishers in Convention

THE largest convention ever held by the Southern Newspaper Publishers' Association closed a three days' session at Grove Park Inn, Asheville, N. C., July 12th. More than sixty newspapers were represented and with associate members the attendance ranged from seventy to eighty members at all times.

These officers were elected for the ensuing year:

President, Robert S. Jones, Asheville *Citizen*.

First vice-president, F. G. Bell, Savannah *News*.

Second vice-president, D. D. Moore, New Orleans *Times-Picayune*.

Secretary-treasurer, Walter C. Johnson, Chattanooga *News*.

Executive committee—Victor H. Hanson, Birmingham *News*; E. M. Foster, Nashville *Banner*; C. B. Johnson, Knoxville *Sentinel*; James H. Allison, Nashville *Tennessean-American*; A. F. San-

ford, Knoxville *Journal and Tribune*; G. J. Palmer, Houston *Post*; W. T. Anderson, Macon *Telegraph*; W. A. Elliott, Jacksonville *Times-Union*; Robert Latham, Charleston *News and Courier*; Elmer E. Clark, Little Rock *Democrat*; W. E. Thomas, Roanoke *Times*; W. B. Sullivan, Charlotte *Observer*.

President W. T. Anderson, of the Macon (Ga.) *Telegraph* presided over the gathering which discussed over forty vital topics and heard informative papers on technical and business subjects. One of the most suggestive, that on the possibilities of life-insurance advertising, is reproduced in another part of this issue.

Other papers of particular advertising interest were those by Russell R. Whitman, managing director of the A. B. C. on "The Wherefore of the Audit Bureau of Circulation and What It Has Accomplished," and by H. C. Adler, of the Chattanooga *Times*, on "Co-operation with Advertisers."

In the discussion of the white-paper situation, it was brought out that many of the newspapers have already put into effect the use of various margins and other paper economies. A number of them are planning to change to eight-column pages instead of seven.

The convention ended with a banquet, a feature of which was long-distance telephone connection with San Francisco.

The majority of the members and delegates remained throughout the week to play in the golf tournament to compete for the PRINTERS' INK cup and other trophies offered.

H. C. Adler, general manager of the Chattanooga *Times*, won the PRINTERS' INK golf cup.

G. B. Brewer With Lawyers Corp. Pub. Company

Grove B. Brewer has resigned as advertising manager of the Bancroft-Whitney Company, San Francisco, Cal., to take up the work of Lieutenant Benjamin R. Briggs, advertising manager of the Lawyers Co-operative Publishing Company, Rochester, N. Y., who is now assigned to duty at Regimental Headquarters of First Cavalry, N. G. N. Y., Brownsville, Tex. Previous to going to San Francisco Mr. Brewer was with Lieutenant Briggs.



"... Among other treasures, Captain Wells offered us paper rolls of tobacco grown in the Virginias called cigarettes; all neatly shaped and which proved an even neater smoke."

PREFERRED BY GENTLEMEN NOW AS THEN

The quaint, old-time delicacy of their "bright" Virginia tobacco has always given Richmond Straight Cuts a charm all their own. The first high grade cigarettes made in the United States, they invite you to smoke Virginia tobacco at its best.

RICHMOND STRAIGHT CUT

Cigarettes

PLAIN OR CORK TIP

Fifteen cents

Also in attractive tins,
50 for 40 cents; 100
for 75 cents. Sent pre-
paid if your dealer can-
not supply you

Almont & Co.

RICHMOND, Virginia, U.S.A.
LIMBETH & SONS TOBACCO CO. SUCCESSORS





Float exhibited by Alexander Hamilton Institute, New York City, at the Pageant of Associated Advertising Clubs of the World, Philadelphia.



Railroads in Co-operative Campaign to Win Good Will

Thirty-seven Roads with Mileage in Illinois Establish Publicity Bureau in Chicago

CHICAGO newspapers last week carried the first advertising by the publicity bureau recently established by the railroads of Illinois for the purpose of bringing about a better understanding by the public of railroad needs and problems. The bureau was established in Chicago some time ago under the direction of Anderson Pace, formerly with the Chicago Association of Commerce. Since its formation the bureau has been busily at work conducting a State-wide survey.

Information has been gathered by field investigators showing not only figures regarding the relative size and importance of each community, but also the individuals in that community who have the most influence on local public opinion. These persons have been interviewed and the exact status of the community with regard to its attitude toward the railroads determined.

Having this survey on file the bureau is now ready to go ahead with the more active educational and co-operative work it will undertake. A mailing list of 250,000 of these influential persons and organizations has been compiled, and an elaborate direct advertising campaign laid out to reach them. This work will be supplemented by general copy in newspapers, farm papers and other mediums covering the State. Speakers will be provided to ad-

dress the various civic organizations, and other means will be taken to harmonize the attitude of these groups toward the railroads. In cases where wrong impressions exist or where there is a feeling of animosity toward the railroads, the bureau will seek to correct this condition by showing the disgruntled ones the railroad's side of the story.

"We have conclusively proven,"

said Anderson Pace to a representative of PRINTERS' INK, "that most of the feeling of ill-will which various people feel toward us has been caused by some trivial, personal experience. We have found cases of where a person has energetically combated the railroads for no better reason than he had one time had a fuss with some irresponsible baggage man about paying storage charges on a trunk. Other people have nothing personal against the railroads, but a friend of a friend of a

friend of theirs had some experience which had been told to them with all the proper frills. Through our advertising we hope to eliminate this feeling, and bring about a better understanding of what the railroads have done, and are doing to build up communities.

"The various roads contributing to the cost of this campaign feel that if better feeling can be developed great good will result. It will show in the attitude of the State legislature, in the claims

What do you Think of the Railroads?

Sit down now and write a frank, outspoken letter. Others are doing it. We're in earnest. We value your opinion enough to advertise for it.

Your views are wanted in order to show what the railroads look like to you.

You've thought about railroads—maybe not always in a friendly way. Here's your opportunity. Say what's in your mind about the service of the railroads, their stations, their finances, their management, their relations to the public.

Speak right out. We are not asking for praise. We're asking for exactly what you think without fear or favor. So write today. Your letter will be held confidential and your questions will be answered. Address

ANDERSON PACE, Manager
Bureau of Railway Publicity of Illinois
38 So. Dearborn St., Chicago

COPY IN THE NEWSPAPERS

filed against the railroads and in other equally tangible ways.

"The enterprise at first will be confined to Illinois and is more or less of an experiment. If results are what we expect they will be, the work will be carried into other States and will eventually become national in scope."

The following railroads are co-operating in the campaign:

Atchison, Topeka & Santa Fe Railroad, Baltimore & Ohio Railroad, Baltimore & Ohio Chicago Terminal Railroad, Belt Railway of Chicago, Chicago & Alton Railroad, Chicago & Eastern Illinois Railroad, Chicago & Illinois Midland Railway, Chicago & North Western Railway, Chicago, Burlington & Quincy Railroad, Chicago Great Western Railroad, Chicago, Indiana & Southern Railroad, Chicago Junction Railway, Chicago, Milwaukee & St. Paul Railway, Chicago, Rock Island & Pacific Railway, Chicago, Terre Haute & Southeastern Railway, Cleveland, Cincinnati, Chicago & St. Louis Railway, Davenport, Rock Island & Northwestern Railway, Elgin, Joliet & Eastern Railway, Grand Trunk Railway, Illinois Central Railroad, Illinois Southern Railway, Indiana Harbor Belt Railroad, Lake Erie & Western Railroad, Lake Shore & Michigan Southern Railway, Litchfield & Madison Railway, Louisville & Nashville Railroad, Michigan Central Railroad, Minneapolis & St. Louis Railroad, New York, Chicago & St. Louis Railroad, Peoria & Pekin Union Railway, Pittsburg, Cincinnati, Chicago & St. Louis Railway, Pittsburg, Fort Wayne & Chicago Railway, Terminal Railroad Association of St. Louis, Toledo, Peoria & Western Railway, Vandalia Railroad, Wabash Railway, Wabash, Chester & Western Railroad.

Midget Model Advertised

The Rochester optical division of the Eastman Kodak Company is advertising a midget camera for 75 cents which actually works. "Boys and girls, here's a camera made especially for your use," so the copy reads.

"This is not a flimsy toy but a genuine camera with the reputation of the largest camera-makers in the world behind it. Its low price is the result of years of manufacturing experience and the large number which we make and sell."

While merchandised like any other commodity that is manufactured for a profit, this novelty is evidently put out for advertising purposes. It is another incident of the use of "toy" model. It will acquaint children with the delights of picture-taking and probably be the means of their buying a larger camera when they grow up. On this point one of the advertisements says:

"Inexpensive in itself, inexpensive to operate (the six-exposure film which it uses costs only ten cents per roll), it is an excellent means of starting boys and girls along the delightful road of amateur photography."

Advertise to Win Cafeteria Patrons

Chicago Cafeteria Quadruples Business in Less than Three Years—Full Newspaper Pages Win Public to New Idea and Help to the Enlargement of Chain.

PRINTERS' INK has several times in the last few years told how various restaurants have been able through advertising to out-distance rivals and increase their patronage to the point of maximum profit. Now comes the Harmony Cafeteria Company of Chicago, which not only has done this, but through aggressive campaigning has been able to add to its chain, so that in less than three years its first experimental cafeteria has grown to four, with all indications pointing to an even faster growth in the future.

Several years ago, when the cafeteria first made its bid for popular favor in Chicago, the public was inclined to frown on the innovation. For years it has been accustomed, even in the less expensive restaurants, to menial service ranging from the dusky gentleman who deferentially pushed up your chair, to the deft little waitress who seemed obsessed to refill your water-glass. It did not seem that a person could carry his own tray with usual native grace or just the right degree of dignity. One would feel so self-conscious.

With this atmosphere prevailing, the veteran restaurateur regarded the cafeteria as a sort of a novelty. Several had started cafeterias and with only moderate success. Cooper brothers, however, who conduct the "Harmony" chain of cafeterias, decided that this prejudice could be overcome with big-space advertising, and set out to do it.

"About two years ago we opened the first Harmony Cafeteria," said A. J. Cooper to a **PRINTERS' INK** representative. "We aimed to set a high standard in the quality of the food served, in pleasing service and in the whole-



Mr. and Mrs. Carter Inx tell how they save money on imprinting



(Extract from Carter's Ink Company letter)

"We put in our first Multigraph in 1912, with the idea that we could save time and expense in imprinting blotters. We supply a great many of these to dealers, running several million a year. We were anxious to put in a printing system which would not keep the Traffic Department waiting to complete an order.

"Both of our ideals have been lived up to in a most satisfactory manner. We put in a second machine in the year following our first one (1913), and during 1913, 1914, and 1915 we have had these two at work continually day in and day out. I have young men from 16 to 20 operating them and another young man to prepare type-setting and look after the cutting, dieing, etc., and a fourth young man who acts as foreman and keeps me in touch with the work.

"When we were having our imprinting done by a local printer, we were paying him at the rate of 70 cents per thousand, per imprint, and this was a fair price. We were obliged to wait

from three to five days for our imprinted matter. At the end of a year we found that we were doing our own imprinting from 60% to 70% cheaper, with the system which we were employing, and we were able to get the blotters on the day following the receipt of the order.

"We have done since 1913, 12,000,000 impressions on our two machines at a saving to us of over \$6500. We have printed in these 12,000,000 impressions, imprints, order forms, special letters, labels, two-color blotters calling for register work, post cards, letterheads, circulars, envelope corners, etc., etc.

"From the above you can see that I am a strong Multigraph booster. You may use this letter in any way you see fit."

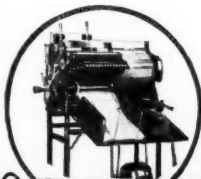
Yours very truly,

THE CARTER'S INK COMPANY
(Signed) Fletcher W. Taft,
Manager Advertising Dept.

IMPRINTING is only one of the things the Multigraph saves money on. Send in the coupon and get the rest of the story.

Multigraph Senior—Electrically driven and completely equipped for high-grade printing with printers' ink, type or electrotypes, or for producing typewritten letters in quantities. Prices \$655 to \$715. Easy payments. Hand-driven models, \$200 up.

"You can't buy a Multigraph unless you need it."



Multigraph, 1820 E. 40th St., Cleveland

Prove to me, if you can, that the Multigraph can save time and money in my business.

Name

Official Position

Firm

Street Address

Town State

MULTIGRAPH

3c per family pays for a year's advertising, if your product is acceptable

(And if it is not, \$10,000 could)
(not buy representation with us.)

**And only non-competing products of known
and proven dependability will be considered**

One hundred thousand Customers—not just haphazard possibilities, but Women—all Mothers—ready to buy Certain Products, necessary to them and their families, are waiting ready to pay \$1.25 for this new, but demanded medium which we give to them free. Write for facts.

Walters Specialty Company
320 FIFTH AVE. (SUITE 511-513) NEW YORK CITY

An Idea That Is Making Good



THE KNICKERBOCKER PRESS

COVERS

Albany, Troy, Schenectady
and The Capitol District

FOR YOU

RATE, SIX CENTS FLAT

Advertisers, Sales Managers and
Space Buyers are requested to write

THE KNICKERBOCKER PRESS

FOR FACTS

Member of A. B. C.

someness of the atmosphere. We had fair success in our new venture, but our capacity and preparations were sometimes in excess of our patronage, or, in other words, our supply was greater

pages. We use them judiciously, of course, and so far with encouraging results.

"About eight months after the opening of the first Harmony Cafeteria we opened the second.

Eight months later we opened our third; the fourth and last one we opened two months ago. And we used full pages to announce the opening of each one.

"Through our advertising, we have, I believe, converted more people to the cafeteria way of eating than could have been done in any other way with years of effort."

In view of what the Harmony Cafeteria Company has been able to do, by a courageous use of large space, it would seem that other restaurants in other cities could well profit from the example and fill empty tables by similar publicity methods. The field as a whole seems to represent virgin possibilities to progressive managers.

SECTION OF NEWEST HARMONY CAFETERIA

We've designated this as "Harmony Week," and selling below our normal prices at 25 Harmonies Cafeterias. They are representatives of the underlying merits and exceptionally low prices that have won the substantial patronage of thousands.

These menus cannot convey to you, however, the superior quality of Harmony food, or the better conditions of service, which are the reasons why you will find it profitable to patronize the Harmony Cafeteria.

"Eat the Harmony Way"

MONDAY	TUESDAY	WEDNESDAY
10-12 South Washington Ave. \$1.00	10-12 South Washington Ave. \$1.00	10-12 South Washington Ave. \$1.00
13-15 South Washington Ave. \$1.00	13-15 South Washington Ave. \$1.00	13-15 South Washington Ave. \$1.00
16-18 South Washington Ave. \$1.00	16-18 South Washington Ave. \$1.00	16-18 South Washington Ave. \$1.00
19-21 South Washington Ave. \$1.00	19-21 South Washington Ave. \$1.00	19-21 South Washington Ave. \$1.00
22-24 South Washington Ave. \$1.00	22-24 South Washington Ave. \$1.00	22-24 South Washington Ave. \$1.00
25-27 South Washington Ave. \$1.00	25-27 South Washington Ave. \$1.00	25-27 South Washington Ave. \$1.00
28-30 South Washington Ave. \$1.00	28-30 South Washington Ave. \$1.00	28-30 South Washington Ave. \$1.00
31-33 South Washington Ave. \$1.00	31-33 South Washington Ave. \$1.00	31-33 South Washington Ave. \$1.00

Our Schedule, consisting of 25 to 30 restaurants, changes its price from \$1.00 to \$1.25.

THE HARMONY CAFETERIA

234-338 South Washington Avenue
15-17 South Washington Avenue

21-33 South Washington Avenue
18-20 South Washington Avenue
16-18 South Washington Avenue

SPECIMEN OF FULL-PAGE NEWSPAPER COPY

than our demand. Among a great many people the novelty of self-service had not been removed. This was the condition which called for educating the public. So we set aside a part of our profits for publicity.

"It seemed to us that popular favor could most likely be won through combining quality and service, and from this idea we got our slogan, 'Self Service Raises the Quality and Lowers the Cost.' To drive home the idea behind this slogan we decided to try a full page in one of the papers.

The response from that page was immediate. It doubled our business. And practically all of our ads since then have been full

Priest Is Hendee Advertising Manager

John A. Priest has been appointed advertising manager of the Hendee Manufacturing Company, Springfield, Mass. He succeeds R. L. Harriman, recently resigned.

For the past year Mr. Priest has been assistant advertising manager of the Hendee Co. He was previously connected with New England newspapers.

Campaign for Metal Coating

The American Bitumastic Enamels Co., New York, manufacturers of protective coatings for metals exposed to corrosion, has decided upon an advertising campaign to assist in keeping its new plant at Garwood, N. J., working to full capacity. The appropriation includes trade-paper space, circularization, and the preparation of technical and other literature.

The Duration of Sales Contests

It Is Suggested that a Long Contest Be Supplemented by Shorter Ones—A Linking of Profit-sharing and Salesmen's Contests Works Well Together—Money as Prizes

By Blaine S. Smith

Sales Mgr., Universal Portland Cement Company, Chicago, Ill.

THE factors contributing to a successful contest are not unlike those applying to an exhibition. Those of us who have had experience with trade shows have come to know that the successful display is the one of short duration and that permanent exhibitions of almost any character fail to attract as well. It is human nature, in the case of the permanent exhibit, to defer attendance on the theory that it will be there to-morrow or next month. Similarly in the case of contests enthusiasm is less tense and the salesman is but following human impulse when he slackens his pace to-day on the theory that he can make up for it to-morrow. Concentration is important. The energy wasted to-day represents water over the dam. There is no to-morrow—and so there is strong argument in favor of the short-period contest.

When the twelve-month contest is employed, it is my personal belief that there should be supplemental contests of shorter duration, the purpose and mark aimed at being different from those of the principal contest. Or if the same, then the twelve months should be subdivided into smaller time units, as the quarter-mile posts in the race track, and interest stimulated in the conclusion of each section of the contest. These peak points of enthusiasm can be created and intensified through the medium of weekly bulletins.

Two weeks is the period of the United Cigar Stores, while the

Portion of address, July 12, before the World's Salesmanship Congress, Detroit, Mich.

Sherwin-Williams Company's contests run a year. The Glidden Varnish Company finds three months to a year effective. The first has sales not greatly subject to seasonable change in volume, while the second and third must take a longer period to equalize for large stock orders and varying demands.

NATURE OF PRIZE

Bonus systems and profit-sharing plans have proven successful in industry in developing interest and increasing efficiency on the part of employees. Sometimes the measure of merit and the amount of reward are fixed only by general observation of the individual and his work. Again, they are more scientifically determined upon definite lines. Profit-sharing and salesmen's contests may well be coupled together and a share of the profits be made the reward of the competition. The reward should be measured scientifically and according to the relative merit of the contestants as determined by the conditions of the contest. When this is the plan adopted, the contest period is usually twelve months. The arguments already advanced for supplemental contests of short duration carry the conclusion that the reward of those should be quickly obtainable.

Money, it is generally believed, is the most acceptable and satisfactory prize, but articles of value may be selected to advantage, particularly if they are in addition to money rewards. F. H. Dodge, general manager Burroughs Adding Machine Company, favors prizes which can be kept and which will recall the contest to the winner, such for instance as a gold watch, or something for the home which will interest a man's family in the contest, and preferably each prize should be engraved with the winner's name, date and selling record.

George C. Brosius has become associated with W. J. Macdonald, representing *The Mother's Magazine* in the West. Mr. Brosius has recently graduated from the University of Pennsylvania, where he specialized in advertising.

Printing Papers *of* Excellence

Clarke & Company
225 Fifth Avenue
New York

General Sales Agent for Book Papers
Manufactured by Crocker, Burbank & Co.



DID YOU SEE THE GRAPHIC ARTS EXHIBIT AT THE CONVENTION?

The average was pretty high and pretty much
alike, wasn't it?

The main difference now between the leading engraving
houses is not in samples so much as that one will be uni-
formly reliable in deliveries and make fewer mistakes inter-
preting the buyer's wishes, etc., etc.

Many experienced buyers who had hitherto "shopped
around" have now tied up with us.

You might too, if you tried us out.

Established 1889
GATCHEL & MANNING
DESIGNERS & PHOTO-ENGRAVERS
IN ONE OR MORE COLORS
Sixth and Chestnut Streets
PHILADELPHIA



We take great pleasure in announcing that

MR. L. D. WERTHEIMER

has become a member of our staff. Mr. Wertheimer has for several years been Continental Manager of the

CUNARD STEAMSHIP COMPANY, Ltd.

and brings to this Agency an exceptionally thorough and authoritative knowledge of transportation and foreign trade.

If you wish advice concerning steamship or railroad advertising problems, or advertising in South America or Europe, you will do well to consult him. Mr. Wertheimer also has a keen practical knowledge of conditions in this country and will be glad to confer with you on domestic accounts.

W. F. Payson

John Curtiss

John W. Eagleson

Charles H. Dunster

McHarg Davenport

Harold Tappin

E. R. Marvin

Charles de Rham, Jr.

Harry M. Graves

Kenneth MacIntyre

Frank Buckhout

C. F. Frothingham, Jr.

L. D. Wertheimer

ATLAS

ADVERTISING AGENCY

Incorporated

450 Fourth Avenue, New York

Telephone 7206 Madison Square

How Anheuser-Busch and Others Are Meeting the Temperance Wave

Lost States Do Not Necessarily Mean Lost Business—It's All a Matter of Filling the Gaps and Advertising

WHILE some brewers' associations are seeking to stem the prohibition wave by advertising, some of the individual brewers have been quietly laying their plans to keep their plants working to capacity, come what may of the temperance movement.

One of the most significant moves in this direction is that of the Anheuser-Busch Brewing Company, of St. Louis, which has within a month put on the market a bottled cereal temperance drink called "Bevo." This drink the company is advertising by twenty-four-sheet posters in 120 cities all over the country. The campaign will run for three months and was preceded in the territory adjacent to St. Louis by big-size newspaper advertisements announcing the new drink, the first ad filling 1,600 lines. The newspaper campaign has not been extended, however, because under present conditions the company is selling its new drink faster than it can ship it. This temporary delay is due to the new-shaped bottle in which "Bevo" is sold and the necessity of perfecting a new crowning machine. Indeed, in many of the cities the poster advertising started before distribution has been effected, and the poster campaign was planned for sixty additional cities where it has been found possible to postpone the appearance of the posters beyond the contract date of starting.

The Anheuser-Busch Company began its experiments on "Bevo" some five or six years ago, when the first rumblings of the prohibition storm were heard. The drink was conceived in anticipation of the spread of this movement. It is made substantially of barley and rice mixed with hop juice,

the process of fermentation being eliminated. Otherwise it is very much like beer, and tastes like beer, although the company is emphatic that it shall not be offered to the public or be known as a beer substitute or near-beer. Twenty bottles of the new drink will contain about as much alcohol, according to a representative of the company, as one ordinary bottle of beer.

"BEVO" IS FROM THE HUNGARIAN

Curiously enough, the name "Bevo" is mightily suggestive of a beef extract, and the poster bears out this impression by showing a string of powerful oxen. That, however, is not the intent of the name or the poster. "Bevo" is derived from the Hungarian word for beer—"Pievo."

As soon as the capacity for output warrants, it is planned to take on national periodicals. The established name of the company, it is reasoned, should prove a powerful introductory for this new product.

While this great brewing company has thus laid its lines to fall in with new social and trade conditions, it is interesting to note what steps certain breweries of the Northwest are also taking to utilize expensive investments in brewing plants hard hit by State-wide prohibition.

There is about to start in the principal cities of the Middle West and Pacific Coast a newspaper and poster campaign to advertise a new fruit-juice product called "Loju"—a temperance drink derived from the juice of the loganberry, as the name implies. This berry is a cross between the red raspberry and the wild mountain blackberry of the Pacific Coast. It was first bred by Judge John H. Logan, of

Santa Cruz, Cal., back in the early eighties.

It was brought to the mild winters and cool summers of the Willamette Valley in Oregon, where its rapid multiplication allowed for growing it for canning purposes.

Meanwhile prohibition struck the Northwest. A big brewery at Salem, Ore., had to shut down a year or two ago. Rather than risk the loss of the investment the

by dilution and sweetening.

Last fall they made a try-out campaign in Los Angeles. Here newspaper copy and twenty-four-sheet posters were used, and dealers were supplied with show-cards, window-trims and recipe-books. A trade character, "Old Man Oregon," appears in the copy, squeezing an over-size loganberry. The first newspaper copy embraced a coupon good for a five-cent bottle. From one insertion about 3,000 coupons were re-

deemed.

In January, 1916, State-wide prohibition took effect in Oregon and Washington. The owners of the Salem brewery, who had started making "Loju" in 1915 under the name of the Northwest Fruit Products Company, had operated two other breweries at Olympia and Bellingham, Ore. It was now decided to turn over all three plants to the manufacture of "Loju" and other fruit products, and to market them on a national scale. According to Frank T. Schmidt, general manager of the company at Salem, it had just five months to equip the plants with modern fruit-juice machinery before the loganberry crop should ripen in

July, build additions to their plants and organize an advertising and sales campaign.

The advertising campaign consists of eight newspaper advertisements, the introductory ad being 380 lines, over five columns, with a coupon attached. This advertisement lists the names of the local dispensers and dealers. As already stated, twenty-four-sheet posters will also be used.

It was decided to concentrate

It's Different
—Say "LO-JU" and get the most delightful drink that ever banished Summer's thirst and fag.

Loju
The Juice of Oregon's Famous Loganberries

—This new berry is a cross between the wild mountain blackberry and the red raspberry. No other fruit juice has such a flavor. Its tang comes from the healthful, natural citric acid of the loganberry.

Ask for "Loju" and be sure you get it. All-olive bottles. Five bottles sell more grapes to serve this wonderful treat.

Northwest Fruit Products Co.
Salem, Oregon, U. S. A.

(6)

NEW COINED NAME FEATURED IN NEWSPAPER COPY

owners cast about for a use to which to put the brewery. They found that Oregon housewives had been pressing surplus loganberry crops, thus making a palatable drink. The owners of this brewery started to experiment in the production of temperance drinks, and, among other things, they tried out this loganberry juice. They worked until they hit upon a formula that produces a proper balance in the pure juice

AMERICAN EXPORTER

Our July issue breaks record by 22%

It is the biggest number in volume of advertisements we have ever published in our 38 years' history.

It is 22% ahead in revenues of the largest previous issue of the AMERICAN EXPORTER.

From our records of translations (which we supply free of charge to our advertising clients) we know that our publication is giving today by far the best results in its history.

Exports from this country to practically all markets abroad are breaking all previous records. The latest month reported on, May, set a new high record.

This is the time for American manufacturers to advertise extensively for export trade. There is tremendous foreign business to be had, due to the urgent need for American products, if you get in touch with the right houses abroad.

This you can do through the AMERICAN EXPORTER four editions, English, Spanish, Portuguese and French.

Because of the extremely favorable conditions we have just sent our Mr. Kuoch to South America to permanently represent there the AMERICAN EXPORTER and its advertising clients. His personal services are at the disposal of clients for the collection of data, information, sales suggestions, etc.

Why not write us for sample copies of our July issue and full details of how we can serve you?

AMERICAN EXPORTER

17 Battery Place, New York

**“—but
does
it
really
pull?”**

THAT is the title of a quarto booklet that I want to send to every American manufacturer who has an eye on the British market. It is an unusual booklet telling briefly the results secured from advertising in

JOHN BULL
(LONDON, ENGLAND)

Write me to-day

PHILIP EMANUEL
Advertisement Manager
ODHAMS LIMITED
85-94 Long Acre, LONDON, W. C.

“John Bull's” weekly circulation is over one million net paid sales (certified), and its advt. rate \$600 per page.

advertising in cities of the Middle West and Pacific Coast, as the 1916 output could not be sold until after July 1, after the berries have been pressed, thus making it a present problem to attempt advertising and distribution on an entirely national scale this year.

Another product which this company plans to market and advertise on the same lines as it is “Loju” is a non-alcoholic apple beverage, “Appleju.” This they plan to advertise during the fall months in the Northwest.

These are examples of how two brewing companies, one as a precaution and the other through necessity, are making the best of the temperance movement. Last summer a New York brewer also put out and advertised a non-alcoholic beverage, “Mint-Malt.” Which shows that it isn't always necessary to go out of business or worry about going out of business because changing conditions may seem to threaten the continued course of business as done to-day.

“Automobile Sections” That Keep Faith with Readers

THE PROVIDENCE JOURNAL

PROVIDENCE, R. I., July 11, 1916.

Editor of PRINTERS' INK:

I regret that, in making an assiduously personal application of my letter on publicity in automobile sections, published in PRINTERS' INK of May 2d, the B. F. Goodrich Company should have seen fit, in the issue of June 29th, to misquote where it pretends to quote. The subject seems to me important enough, to both newspapers and automobile men, to have a more serious kind of discussion than that.

In the letter of the B. F. Goodrich Company the automobile section of which I have not the honor of being editor, although the company's letter assumes it, is charged by implication with being a “one-man auto section.” In the interests of newspaper efficiency may I say that I do not believe any “one-man auto section” can cover the field as comprehensively as a news section should do.

Our automobile section, for example, has as its regular contributors several motorists, some of whom can fairly claim to be experts, and is supervised by an experienced owner-driver. Its important feature is that the same news rules which govern other departments of the paper govern it. This was the main point raised in my first letter.

The gist of the B. F. Goodrich Com-

pany's complaint is that our auto section "censored" its name out of a reading notice furnished by it, and it asks "whether the article would carry more weight coming from the Providence Journal than it would from an institution of the B. F. Goodrich Company's reputation."

With all good will and respect to the B. F. Goodrich Company, we believe that, in the Providence Journal's territory, it would.

The instance cited is an excellent one to illustrate the point at issue. Since the functions of the news and advertising columns are not exactly the same, we endeavor to let each perform its own task. The publicity articles submitted by the various companies are sifted for real information of news value. New developments of the industry are told in the news columns, and the manufacturer or dealer has the opportunity in his advertisements to tell just what share he is taking in these developments.

In the item from the B. F. Goodrich Company our news department performed its exact function by telling of a new development in tire efficiency. It was left to the advertising columns to perform their function, if the manufacturer chose, of giving his individual claim to attention in connection with this development.

The reader was given no chance to suspect that what he found in the news columns was advertising in disguise, a suspicion that would—as in all cases I believe that it must—tend to destroy his faith in what we designate as the "reader service" of our columns.

Newspapers and manufacturers alike ought to be interested in securing the publication of automobile sections which will command both the interest and the confidence of the reader. Otherwise they are wasted pages, and the advertising they carry is bound to be wasted advertising. This is the basis of the policy I have described.

It is because the B. F. Goodrich Company, one of the most liberal of manufacturers with publicity notices as well as with advertising, agrees with me, and believes that this condition of waste has already been brought about in most newspapers, that while it continues to send "notices" for the automobile sections, it specifies position for its newspaper advertising which prohibits it from appearing in these same auto sections.

W. S. BALL.

Henry C. Cohen With Salz Bros.

Henry C. Cohen has been appointed advertising and sales manager of Salz Brothers, New York, manufacturers of fountain pens, pencils and novelties.

O. R. Seitz New President of "Deutsches Journal"

Oscar R. Seitz has succeeded Theodore Sutro, as president of the *Deutsches Journal*, New York.

The great



What will happen in the theatrical season of 1916-1917?

What will be the next move of the many favorite stars?

What new plays are to be produced?

The vast army of theatre-goers will look for the answer in

The Theatre Magazine

for September

What space will you use?

THE THEATRE MAGAZINE

PAUL MEYER, Adv'g Mgr.

6 East 39th Street
New York City

Working Out Quotas

How the Agency Quotas of the Burroughs Adding Machine Company Were Determined

By F. H. Dodge

Sales Mgr., The Burroughs Adding Machine Company, Detroit, Mich.

WEBSTER'S definition of quota is: "The part or share assigned to each." Quota is applied to our business in this way. At the beginning of each year, we estimate the amount of business we should be able to secure and handle with reasonable dispatch and profit to the company.

Past performance, business conditions, business population, size of our organization, and factory capacity are all governing factors. This amount of business is considered our factory quota for the year. Quota is expressed in points as well as in dollars and cents.

For example, let us suppose our quota for this year to be \$10,000,000 or 400,000 points. \$25 worth of business represents a point; about twelve points represents an average sale.

Our first move would be to split these 400,000 points into 121 sections, because there are 121 Burroughs agencies in the United States and Canada. Quota sections vary in size according to the sizes of the agencies—as based upon territory values.

Our next move would be to distribute the agency quotas by months. Agency quotas are not divided into twelve equal parts, for experience has proven, in our case, that with a corresponding effort more business can be secured in December than in January. Our June business has, also, always exceeded our July business. Other variations in monthly quotas are likewise necessary.

The proportion of our year's quota assigned to each month is as follows:

January, 8 per cent; February, 7 per cent; March, 8 per cent; April, 8 per cent; May, 8 per cent; June, 10 per cent; July, 7 per

cent; August, 7 per cent; September, 8 per cent; October, 8 per cent; November, 9 per cent; December, 12 per cent.

Our only stipulation in assigning salesmen's quotas is that 720 points shall constitute a minimum year's quota for a salesman. We made the minimum quota 720 points, or \$18,000 worth of sales, because that is the minimum account of business we expect a fair salesman to produce in a year.

A smaller business does not yield a profit sufficient to attract the class of salesmen we wish to employ.

When we find a sales manager has cut territories so small that, if properly worked, the salesman cannot secure a 720-point business in one year, we insist that the salesman's territory be increased in size.

I have now explained how we establish the company quota, how it is distributed by months and agencies and by sales managers to salesmen, but I have not touched upon another important condition in our quota scheme; that is, territory valuations.

How to determine with reasonable accuracy the various territory values has been one of our real problems.

We do not claim, even after twelve or thirteen years' experience of quota building, that we have the problem solved, but each year we are getting nearer to the ideal situation.

The deeper we go into the subject of quotas, the more certain we are that it is worth while and that there is much to learn about scientific quota building.

In the early days, we used population as the basis for determining territory values. Population is still used in our quota plan, but not alone.

To obtain a good guide to ter-

Portion of address, July 12, before the World's Salesmanship Congress, Detroit.

Nab him *now*

"He will find the dusty button on the switch-board of contact-appeal and light the subject with a personality you never knew existed.

"Hunter has a sensitive and unordinary impulse-touch, colorful, easy and simple. He never plays his notes exactly the same way twice—knows how to use the pedal of timeliness—and always reflects the message.

"His peculiar nose is ever hungry and stops only at the practical goodness which is constructive and attractive to the greatest number of readers.

"He detests affectations, must have progressing co-operation and weaves an inimitable style because it is the natural expression of his own artistry."

Sherley Hunter

*—at your service after
September first.*

FOR the past five years advertising manager for F. B. Silverwood's California men's "stores with a conscience." Created the famous four-year-old employees' magazine WHY.

He desires a good position with an institution that has something to advertise, believes in advertising and will appreciate his sincere application.

This advertisement is a material vibration of his faith in advertising to present him to a desirable concern.

Address:
Sherley Hunter,
Finkle Arms,
912 So. Figueroa,
Los Angeles.

pany, and they in turn made a tabulation of their lists by States, by lines of business and according to certain financial ratings which we specified. Their list was compiled from Dun's and Bradstreet's, supplemented by other sources of information with which we were not entirely familiar.

In those days we had fewer agencies; and State lines, to a certain extent, became our agency boundary lines. Our lists were, therefore, compiled according to the business population of each State.

During the next two years, we did considerable cutting of territories and then, of course, found need for a business population tabulation by counties.

The second list was much better than the first, because with business population by counties to guide us, we were in better shape to ascertain the actual territory values.

In 1909 we were compelled to pro-rate values according to business population where two or more agencies were within one State.

Prior to 1909, the year business population by counties was introduced, it was not always easy to convince the sales manager that quotas were fair. Since that time, we have had very little trouble of that nature; for, generally speaking, the field men know that we know, probably better than they, the actual quota value of their respective territories. We have the real figures to prove the values. There is, consequently, not much excuse for fault finding.

In the early days of our quota experience, we were making only a few models of machines. We now make nearly 200. Therefore, a further refining of our quota plan was necessary to obtain good representation for the models of the long line. Various machines in the long line now carry separate quotas, as do certain very productive special fields or lines of trade.

The more recent refinements in our quota scheme are necessarily more complex and would not be readily understood by one unfa-

The Advertising Convention Is Over—

—but the spirit which guided it, though less demonstrative, still dominates the business world. Yet, however high we may exalt advertising, it is not worth the paper upon which it is printed unless that paper reaches those who are interested in the commodity advertised.

Therein lies the value of concentrative advertising in the paper of concentrated circulation.

PRACTICAL ENGINEER

is that paper in the power-plant field. It goes to chief engineers, master mechanics, superintendents, purchasing agents, etc., and reaches them just often enough (semi-monthly) to be read carefully and filed for further reference.

Write for sample copy, rate-card and further details.

TECHNICAL PUBLISHING COMPANY

537 So. Dearborn Street
CHICAGO, ILL.

NEW ENGLAND'S One-Hundred-Million Dollar Crop That Never Fails!

Come droughts or floods, panics or periods of plenty, \$100,000,000 is spent each year in New England by Summer Visitors.

This is an estimate based on one given by President Tuttle of the Boston & Maine Railroad five years ago.

This year, owing to the European War, the number of visitors to New England may be doubled so that a fair estimate for 1916 might be \$150,000,000.

FINANCIAL MEN tell us that Crops are the foundation of our Nation's prosperity. ADVERTISING MEN know that a season of good crops makes any section a good field.

In some New England cities (Portland, Maine, for instance) the Summer Months are the heaviest business months of the year.

New England, in addition to its great diversified manufacturing industries, affords advertisers (1) a sure "good crop" section, (2) a compact territory, (3) good local papers.

A Summer campaign in these papers will do your business good.

LYNN, MASS., ITEM

Daily Circulation 15,261
Population 89,336, with suburbs 100,000.

NEW BEDFORD, MASS., Standard and Mercury

Daily Circulation 20,949 net paid.
Population 109,000, with suburbs 120,000.

SALEM, MASS., NEWS

Daily Circulation 20,021.
Population 43,697, with suburbs 150,000.

SPRINGFIELD, MASS., UNION

Daily Circulation 29,591.
Population 100,000, with suburbs 250,000.

BRIDGEPORT, CT.,

Post and Telegram
Daily Circulation 31,000—A. B. C.
Population 150,000, with suburbs 220,000.

HARTFORD, CT., COURANT

Daily Circulation 16,800.
Population 98,915, with suburbs 125,000.

NEW HAVEN, CT., REGISTER

Daily Circulation 19,414.
Population 150,000, with suburbs 175,000.

MERIDEN, CT., RECORD

Daily Circulation 5,963.
Population 37,265, with suburbs 50,000.

WATERBURY, CT., REPUBLICAN

Daily Circulation 8,783.
Population 73,144, with suburbs 100,000.

PORTLAND, ME., EXPRESS

Daily Circulation 20,944.
Population 58,571, with suburbs 75,000.

BURLINGTON, VT., FREE PRESS

Daily Circulation 9,957 A. B. C.
Population 22,000, with suburbs 40,000.

MANCHESTER, N. H., Union and Leader

Daily Circulation 27,705
Population 75,063, with suburbs 150,000.

miliar with the details of our business. Further reference to them at this time would probably tend to confuse rather than enlighten you. I will, therefore, pass on to another phase of the quota scheme.

Quota enters into many phases of our business-building plan. The per cent of quota secured indicates to a certain extent the relative ability of salesmen. Without these figures we would not be able to determine as well as we can now the men who are most entitled to promotion.

Friendly rivalry within an organization, if properly inspired, helps business. We use it extensively.

It would not be possible to use this rivalry as we do if we had no agency and individual quotas.

Our sales bulletin is issued each month and contains quotas, points secured, and the per cent of quota made. We make a practice of featuring in sales bulletins creditable records of individuals and agencies.

Automobile Concerns Postponing Announcements of New Models

The announcements of next-year models of automobiles are much fewer this summer than in the past, and according to trade observers they are likely to be postponed until late fall. This is in line with the recommendation of the National Automobile Chamber of Commerce that announcements of new models be deferred until such time as will not interfere with the selling season. Alfred Reeves, general manager of the Chamber, is quoted as follows in *Automobile Topics*:

"Production at the factories," he said, "is now running at top speed and any let-up at this time, such as would be incident to a change in models, would be an injury to the dealers in the midst of their present wonderful selling season. Some makers have arranged to put out cars of a new series without interfering with shipments or with present models, but they are very few.

"More and more manufacturers are adopting the plan of making their yearly announcements at the shows. Not a few of them, as a matter of fact, will simply continue production along present lines. It really looks as if before very long the fashion of the yearly model might go very generally out of vogue, improvements and refinements generally being made as the necessity arises, without regard for the calendar year."

Everything In Full Swing

This city of ours is very busy in the summer time taking care of people who come here to enjoy the delights that Portland offers Summer Visitors.

PORTLAND Maine

is the gateway to the whole state of Maine—a summer paradise—for here are the mountains and seashore.

About one-hundred-million will be spent in New England by summer vacationists, and a good deal of this is left in Maine, and of course Portland gets the lion's share.

THE EVENING EXPRESS

is the only afternoon daily, and of course leads all others in everything.

Julius Mathews Special Agency
Boston Chicago New York

"Bridgeport at a Glance"

Our 32-page booklet, "Bridgeport at a Glance," shows how completely the advertising field in Bridgeport and Fairfield County is dominated by the

Post and Telegram*

Facts, figures and photos in this booklet show Bridgeport's remarkable growth; its unparalleled prosperity; the great purchasing power of its mighty Army of Workers, and some reasons why Bridgeport is the best field in the United States for an advertising campaign.

If you have not received yours,
SEND FOR A COPY

Post and Telegram** Bridgeport, Ct.

Julius Mathews Special Agency
Boston New York Chicago

*Largest Connecticut Circulation.

**Largest circulation of any Bridgeport paper by many thousands!

Printers and their Specialties

Advertisers Can Consult with Profit, this List of Printers, When Planning their Next Job

Effective Ads

—We can set them, and we can prove it

Day and Night Service

HURST & HURST CO.

Typesetters to Advertisers & Printers

145 West 45th Street, New York

Telephone: 3545 Bryant

Our organization is trained to economize a customer's time

MONROE PRESS

225-229 West 39th Street

NEW YORK, N. Y.

PHONE BRYANT 7022-7023

READ PRINTING COMPANY

HIRAM SHERWOOD, President

READ QUALITY gives the undivided attention of specialists.

106 SEVENTH AVE., N. Y.

Telephone 6396 and 6397 Chelsea

Typographic Service

for Advertising Agencies exclusively

Especially equipped for handling Advertising Composition day and night

C. E. RUCKSTUHL, INC.
27 EAST 31ST STREET, NEW YORK

High Grade Publications AND Advertising Leaflets

ROY PRESS

WM. J. LAWRENCE
President

Beekman and Gold Streets, New York

EMBOSSING

"stands out"—An embossed cover always stands out and makes your catalogue out of the ordinary.

We are specialists in the embossing line.

Walcott Bros. Co.

141 East 25th St., New York City

Gummed Labels—

Used on your mail and express packages can be more readily addressed on a typewriter when the labels are in perforated rolls.

If you use gummed labels, send us samples of your labels and ask for our label catalogue and prices.

McCourt Label Cabinet Co.

54 Bennett St., Bradford, Pa.

BOOKLETS—C

MANY of America's prominent advertisers and advertising agencies like the George Batten Company, J. Walter Thompson Company, Frank Seaman, Inc., Federal Agency and others, requiring High Class Booklet and Catalog

Work use the

Charles Francis Press

Printers of PRINTERS' INK
Printing Crafts Building, New York City

A
T
A
L
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G
S

Engraving—Designing—Electrotyping

A Handy Buyer's Guide for Advertisers,
Advertising Agents and Publishers

The Colorplate Engraving Co.

J.E. Rhodes, Pres.

311 West 43rd St. N.Y.



Quality Color Plates

Advertising Service

"We wish to say that your service has been all and more than you said it would be when you solicited our business and we naturally feel well satisfied.

Yours very truly,
Feb. 28, 1916 THE ERICKSON CO."

THE GILL
ENGRAVING COMPANY
140 Fifth Ave. New York

ELECTROTYPE SERVICE IN CANADA

*You Save Money—
You Save Time—*
by having your electrotypes
for Canada made by us.
And they are made well.

RAPID ELECTROTYPE COMPANY
OF CANADA
345 Craig St., W. MONTREAL, P. Q.

SCIENTIFIC ENGRAVING CO.

406-426 W. 31st St., New York

Telephones Chelsea 2117-2118-2229

Best Equipped Plant in New York

Guarantees you finest plates at
reasonable rates

FINE PLATES

*A good Picture
is worth a ...
Million Words*

ARTHUR BRISBANE
BEFORE THE ADVERTISERS CLUB
THE STERLING ENGRAVING CO.
NEW YORK CITY
Artists - Engravers

200 WILLIAM ST.
TEL. 3-9000 BEECKMAN1012 AVE. MIB 36 TH ST.
TEL. 3-9000 GREELEY

WE ARE PREPARED

To make halftone and color plates on
ZINC—, the kind that only the expert
with a magnifying glass or microscope
could tell apart from Copper.

There's a big saving in PRICE,—and
in the TIME it takes to make them.

Metropolitan Art Craft Co.

2 Duane St. New York
Telephones Beekman 2980-1-2

"PLATES FIT TO PRINT"

THE advance in the price of paper
has introduced new economic
conditions in the preparation of
advertising literature. The use of

Color Illustrations

will do much to offset the increase in
the cost of paper by their superior
selling value. Advertising directors
will be interested in our service.

ZEESSE-WILKINSON CO.

Color Printers & Engravers
424-438 W. 33rd St., New York City

ELECTRO LIGHT ENGRAVING CO.

BENJ. W. WILSON, Pres.
A. W. MORLEY, JR., Treas.

Photo - Engraving

COLOR WORK A SPECIALTY

411-415 Pearl Street, New York

Telephones—2350-2351 Beekman

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. Telephone 1346-7-8-9 Murray Hill. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the officers.

Chicago Office: 1720 Lytton Building, 14 E. Jackson Blvd., J. C. ASPLEY, Manager.

New England Office: 1 Beacon Street, Boston, JULIUS MATHEWS, Manager.

Atlanta Office: Candler Bldg., GEO. M. KOHN, Manager.

St. Louis Office: Third National Bank Building, A. D. MCKINNEY, Manager, Tel. Olive 43.

Issued every Thursday. Subscription price, two dollars a year, five dollars for three years, one dollar for six months. Five cents a copy.

Foreign Postage, one dollar per year extra, Canadian Postage, fifty cents.

Advertising rates: Page, \$75; half page, \$37.50; quarter page, \$18.75; one inch, \$5.60.

JOHN IRVING ROMER, Editor.

NEW YORK, JULY 20, 1916

The High Cost of Selling Life Insurance

The life insurance companies of this country lose enough salesmen every two years to equal their entire force! Such is the rather startling situation vouched for by Edward A. Woods, president of the National Association of Life Underwriters, Pittsburgh.

His conclusions presented before the recent world's salesmanship congress at Detroit are based upon careful investigation, and show, among other things, that more than 50 per cent of the total number of life insurance agents quit the business each year, and new men must be trained to take their places. He found that in twelve companies the number of new salesmen hired last year was equal to 150 per cent of the number employed at the end of the year; in seven companies it was equal to 100 per cent; and in twenty companies it was 64 per cent. More than sixty-one thousand salesmen passed out of the life insurance business last year, and valuing the training which

each man had received at \$100 (Mr. Woods thinks it is much higher than that) we have an expenditure of \$6,000,000 which is practically sheer waste. That represents merely the money waste; it takes no account of the incalculable waste in turning loose an army of men to "knock" the insurance business.

It takes no very vivid imagination to predict what would happen to the sales manager of the National Biscuit Company, or the National Cash Register Company, or any industrial corporation you choose, if he showed up at the end of a year with any such record as is set forth above. And for a very good reason too. The National Biscuit Company and the National Cash Register Company advertise their goods into public confidence, and do not ask their salesmen to bear the burden of forcing the goods upon unwilling prospects. The life insurance salesman must do his own proper work, and in addition must perform the task of educating the public, of overcoming prejudice, of creating the fundamental demand for his commodity. His company is too proud, or too "conservative" to perform that duty for him, and he must carry the whole load or sink under it. It is small wonder that he chooses more than half the time to get out from under.

Isn't it about time for the managements of life insurance companies to consider modern merchandising practice in connection with their product? Isn't it about time they began to give their own salesmen a square deal? It may even be pertinent to ask how much longer they intend to load this waste of \$6,000,000 or more a year upon their policyholders, and close their eyes to more efficient and economical methods. What other industry of comparable size is disgraced by the loss of 61,805 salesmen within a single year—and not merely lost by the individual concern, but lost to the business? The record speaks for itself.

There is no remedy for such a condition except by making the product easier to sell instead of

harder. The desirability and the necessity for life insurance must be gotten into the minds and the hearts of the public, so that the salesman will not be received as an insufferable nuisance or an unmitigated bore. The smooth and efficient force of modern advertising is ready to do that for life insurance, as it has done for many another product no less difficult to handle. It could be done for a small fraction of that \$5,000,000 which now goes into wasted men and wasted energy and wasted time. Will the insurance companies take advantage of the opportunity now, or will proud conservatism still prefer the methods of yesterday?

"Investing" in the Advertising Agency

Many advertising accounts change hands frequently. Various reasons are given for it. One of the lesser but still considerable reasons is that the advertisers are dissatisfied with the character of the copy they get from the agents. And little wonder, the agents sometimes answer, when the advertisers do not know what they want, and will not tell the agents enough about their businesses to let them find out.

A leading advertiser in his line a short time ago told a PRINTERS' INK representative that he had not been able to get satisfactory copy from his agents for a whole year. But this advertiser was different from many other advertisers: instead of chafing over the condition, he thought it, on the whole, both natural and inevitable.

"We expect a great deal from our agents in the way of understanding our problems," he said. "They sustain an intimate and confidential relation to us. If we contemplated selecting and training an employee for a position of trust and responsibility, we should expect to have to develop him and fit him for our own groove, no matter how extensive his experience had been before he came to us. We look at our agents in the same way. We spent a long time going over the field before selecting them. They are among

the best known, and they have now qualified, and write practically all of our copy."

But see what the period of probation meant to the agency and the advertiser. The agency representatives went out into the territory, travelled with the general manager, attended sales talks and conventions, sat in on important conferences, assisted in investigations, studied competition. They were made to see the inside of the business in addition to the outside. They came to appreciate trade currents and customs and to realize how far any of these must be humored and how far they may be turned or disregarded, on occasion.

All this time they were being paid, just as the employee in training has to be paid, before he justifies the expense. They were receiving a fee in excess of what they would have received in commissions. Of course, they were making some return for it, by constantly submitting ideas and suggestions, some of which were used.

But this service was almost incidental. The big point is that the advertiser was fully conscious that he was not buying expert service, all ready, done up in a package. He did not expect to find someone who could tell him how to run his business, right off the reel. He knew he was making an investment in the best available agent talent. He knew he must train it as he would have to train any other talent, as he would have to train himself, or keep on training himself, because advertising development, like any other kind of business development, is not a thing that ever stops.

"No agency could possibly have our experience," commented the advertiser. "Even if it had made a study of the same field in the interest of a competitive account, that would not necessarily qualify it. Our livest competitors have different methods, organizations, traditions and inspirations."

Doesn't this explain why so much advertising copy submitted by agents, yes, and advertising managers, is too "smart," or "bril-

liant," and "does not fit into the business"? But what else, then, can we expect? Without the intimate knowledge of a client's business, the kind of knowledge to produce convincing sales arguments, the agency must have recourse to other ideas and suggestions and will inevitably take refuge in the condemned smartness and brilliance. Is there any other alternative for the advertiser than to give the agency more of his confidence, than to make a judicious *instrument* of time, money and information where it is likely to repay large profits?

Putting Space on a Cash Value Basis The necessity of practising temporary economies acts often as a blessing. It would be unusual if the present state of the markets for publishing materials—papers, inks, metals, etc.—had not some mitigating circumstance to temper the publishers' present worries.

PRINTERS' INK learns on good authority that there has been of late a marked falling off in the "selling" of advertising space on a "trade" basis. Of course, this is not due entirely to the upward trend in the cost of publishing materials. We are told that this reaction against "trade" advertising began to set in several years ago. More recently the pronounced success enjoyed by the Hotels Statler through bought-and-paid-for space has undoubtedly placed the keystone for improved conditions in this particular phase of advertising.

Two years ago a New York advertising man met a Philadelphia newspaper solicitor in the former's city. The latter invited his neighbor to lunch—a lunch that developed into a veritable barbecue which spread along well into the evening. The Pennsylvanian subsidized the party through "trade" space already utilized, and was gathering the rosebuds as fast as he could—for next morning the wreckers started in on the hotel to make way for a new loft building.

We wonder whether or not it dawned upon the hotel man who viséed the post-mortem vouchers for these somewhat ghoulish revels, that a check covering the cost of the space during the hotel's productive days would have obviated the dead-wood expense of these funeral baked meats; something like paying to-day for a suit you wore out a year ago.

To be sure, the hotel had had the benefit of the advertising. But advertising secured on this basis is not space chosen with an eye to the most effective results, but advertising limited to those who will sell on this basis. Those things most worth having command a cash value, and this advertiser ultimately paid real money for space of comparatively lesser pulling power, when the actual cash in the first place would have allowed him a more discriminating choice and some say-so as to positions, etc.

We are told now that generally, with paper at its present prices, every form that goes into a magazine is figured more closely on a cost basis. Indeed, some magazines will reject paid advertising if the space requires an additional form that is not full.

Under such conditions "trade" advertising has grown less popular. A review of some recent issues of national publications shows that even the house's own advertising is being kept down to a minimum. It is to be hoped that, having tried through necessity the expedient of requiring cash for costly space, the magazines and newspapers will find it a good basis on which to continue when the materials market assumes a normal level again.

Chalmers Vice-president Killed

Paul Smith, vice-president of the Chalmers Motor Car Company, of Detroit, was killed on July 15 by falling from the tenth story of the Hotel Biltmore, New York. He had been in ill health for several weeks.

The day before his death he had closed a deal whereby C. T. Silver is to have the dealership for the Chalmers car for the metropolitan territory. Mr. Silver had been handling the Overland. New York sales of Overlands will hereafter be handled by a factory branch.

INTENSIFIED SELLING

Moves Business Forward

WHEN more sales fail to bring more profits, your selling methods or policies need overhauling. *Intensified selling* will help you.

Through merchandising and sales executives who have accomplished worth-while results, we can render a profit-building service to any sound business.

Solving hard and varied merchandising problems represents the experience of one of our members. Restoring a falling business of luxuries to a profitable basis—revising the policies of a national organization and adding to it nearly 4000 new customers in a single year—are some of his successful activities.

For you who make things to wear, we can increase your trade through another member who helped develop a nationally known apparel business from \$2,500,000 to over \$9,500,000.

To a food products manufacturer or a similar business, we offer co-operation and counsel founded on 25 years spent by one man with representative concerns in this field.

If your product saves time, help or money in store, office or factory, we can serve you through a man who developed trade for similar international institutions.

If earnings are falling below your expectations or you cannot afford to go wrong on any merchandising problem, you will find our *intensified selling* co-operation profitable and thorough, for we believe that *thoroughness leads to the shortest road to success.*

THE FRANCIS & CURTISS COMPANY, INC.

Advertising

171 MADISON AVENUE

NEW YORK CITY

Sales Manager

Can show an unusual record of success. For eight years I have specialized in Sales Promotion work and have planned and successfully executed over 50 Sales and Advertising campaigns in many diversified lines. Am now ready to concentrate all this knowledge and offer my experience to just one progressive concern with an article or line capable of big growth.

Can prove that I have always been a top-notch salesman. Can take hold of your present sales force and increase its productive power or augment an embryo organization with real, live-wire salesmen. I can bring to play all the principles of scientific salesmanship and advertising, inject enthusiasm into your men with sales talks of the right kind and give them practical training by personal demonstration in the field. I have the faculty for digging down deep into the salient features of your proposition and can execute a complete advertising and sales promotion plan that will mean bigger sales and better profits.

Yet I do not insist on big immediate income. I'll start on any reasonable basis provided the opportunity exists for personal profit proportionate to the profits I produce for you.

Age 32; education excellent; personality strong; references and a record of success that is sure to convince the most skeptical. Tell me what you have to offer. "C. B.," Box 493, Printers' Ink.

Circulation Manager Wanted

A competent circulation manager who knows how to get circulation, can find an excellent opportunity on one of the best evening papers in the East.

The man we want must not only understand the detail work of directing his department but be able and anxious to get out into his field and get circulation.

We prefer a man about 30 years old but will consider any applicant who has the experience and energy to fill this position.

State full particulars.

Address "C. M.," Box 494
Printers' Ink

English View of an Agent's Efficiency

Some years ago, in an article picturing a purely imaginary meeting of publishers, **PRINTERS' INK**, of New York, outlined the sort of rating bureau for advertising agents that might be in being in 1924. According to the fictionist, advertising agents were to be rated by the point system on the following schedule: Financial Responsibility, 20 points; Promptness of Payments, 10; Quality of Service Rendered Advertisers, 15; Character of Equipment, 5; Quality of Accounts Handled, 5; Creation of New Advertisers, 10; Retention of Old Advertisers, 10; Freedom from Cutting Commissions, 10; Freedom from Grafting House-organs and Other Rebate Schemes, 15—a total of 100 points.

Even in America, the land of the free, no scheme has yet been devised for rating an agent on these lines, or holding an inquest on his standing. The advertiser seeking agency service has still to make his selection, either by making inquiries or accepting agents on the face values of the statements they make in their promotion matter. All the same, the **PRINTERS' INK** *jeu d'esprit* remains as practical a valuation of the worthiness of an advertising agent in the United States or any other country as one could make, if one could get the facts on which to base such a method of allocating the points.

It will be observed that in the table of points, compiled as a guide to judging the standing of an advertising agency, the highest value is set on Financial Responsibility. Financial Responsibility (20) and Promptness of Payment (10), nearly the same thing, can, by the **PRINTERS' INK** reckoning, take 30 points out of a possible hundred. We think that is an eminently sane valuation of the standing of an agency. Certainly the agent's responsibility and his readiness and capacity to pay are factors of importance to everyone brought into contact with the modern advertising agent. In our own country it is too easy for an agency to be financially irresponsible; and too often we find a record of very belated payments indeed. It is doubtful, indeed, whether many agents in London would earn a full 30 per cent of these imaginary points for financial soundness, if such a valuation were made.

The rest of the table, judged purely on its imaginary basis, is a very good lesson to the advertiser on the art of choosing his agent and the points he should consider in making that choice. In agency service, quality of service is undoubtedly the next question of value, and well worth a 15-point estimate. Creation of new advertisers, retention of old advertisers, freedom from cutting commissions, and freedom from grafting special schemes—not necessarily in the best interests of the advertiser—are all stern and valuable tests. We should like to conduct an inquiry into the standing of our agents in this country on these lines. The firms who could make a full 100 per cent would be worth putting into

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a specially starred list, and knowledge of them would be invaluable to advertisers.

Meanwhile, we are surprised that some of our own agents do not take this PRINTERS' INK list of essentials to the making of the perfect advertising agency service and prove up to the ideal point by point. We certainly know several excellent houses that would get either the full 100 per cent or come very close to it. Meanwhile the scandal of agency service that cannot live up to this ideal continues. Even our own business relationships reveal a difficulty in allotting a full 30 per cent for financial responsibility and prompt payment in some quarters. Apart from that, the number of houses which could not make a 100 per cent in the direction of the financial ideal set up is not indicated adequately but only half suggested by a record of the last two years' bankruptcies.—*The Advertiser's Weekly, London, Eng.*

Dealers Must Be Careful in California

Out at California the Sealer of Weights and Measures will not allow a dealer to advertise, for example, 16 pounds of sugar for \$1.00, if he conditions it that an additional \$2.00 worth of other merchandise must be bought in order to enable the purchaser to obtain the advantage of buying sugar on this plan.

The Sealer takes the position that this is in violation of the California advertising law and tends to disturb legitimate business relations.

Touching upon the subject, the Sealer says:

"Advertising the sale of a staple commodity, and promising to sell this commodity at a price below the market value, and conditioning this sale upon the purchase of other commodities, which other commodities are sold at values in excess of the true market value, which excessive profit is calculated to make up for the loss in the sale of the staple commodities, is altogether misleading, and has a general tendency to disturb legitimate business. It further has a tendency to disturb and disrupt the principle of legitimate and fair competition between merchants, and does not accrue to the interests of the consumer. In fact, it is a subterfuge method of obtaining business through misrepresentation."—*Merchants' Journal.*

Japanese Make Effort for Creel Business

The Japanese are now making an effort to win the creel business in this country, says the *Sporting Goods Dealer*. Previous to the European war these baskets were made almost exclusively in Northern France, but with the over-running of that district the factories were captured and the supply shut off. Now comes the Japanese into the market with a trout basket in an effort to win the trade away from France.

THE NEW YORK DESIGN & ILLUSTRATION COMPANY



"BUILT ON A
BUSINESS BASIS"

TO

*ILLUSTRATE
MERCHANDISE*

23-25 East Twenty-sixth Street
NEW YORK CITY

I SHOULD like to get in communication with a concern looking for an Advertising or Sales Director which could use to advantage the following:

Nine years' experience—advertising and sales. At present Manager Advertising Department of large manufacturing concern in New England. A thorough knowledge of merchandising, and all forms of publicity and direct advertising as well as printing in all its branches.

Address "D.A." Box 492
Care Printers' Ink

The Little Schoolmaster's Classroom

THE Schoolmaster is asked to render an opinion as to the value of taking publication space and printing therein in large letters "This Space Reserved for Such-and-Such a Company." Unfortunately, however, the Schoolmaster's micrometer is in the repair shop, and he can't measure values which are too small to be seen with the naked eye. At a rough estimate he would say that the value of such an advertisement was somewhere between absolute zero and the fifth place to the right of the decimal point, but that is only a guess.

Sometimes, however, copy of that sort does not represent *advertising* at all, and its value is not to be measured in terms of advertising. It is often found in programmes of social or philanthropic functions, and is simply a little testimonial of the advertiser's good will towards the estimable ladies who make up the committee. The space—as advertising space—isn't worth what is asked for it, and any use of it to promote the sale of particular goods would be wasted. But the little formula of words shows that the advertiser is a good friend of the organization, and that he was willing to contribute ten dollars or so to help it along.

* * *

The man who is selling bird-cages or canned pineapples or brick or silk hosiery may think that he has a hard job and that his business is the most peculiar in the world, but his work is nothing but a pleasant pastime compared to the task of the fellow who has to eke out his living advertising cemetery lots. This is one of those lines that have to be handled with extreme delicacy. Energetic methods of merchandising cannot be used. People are so sensitive on the subject that they must be approached very skilfully. Anent this matter, the Schoolmaster has received a letter from The Cemetery Beautiful

which is interesting. Here it is:

"The sale of lots in a cemetery, like any other kind of selling, is helped by proper publicity. There are many firms who make a specialty of this work. So far the promotion of a cemetery has never been much helped, if at all, by display advertising in daily papers or publications of general circulation of any kind.

"Some attempts to move lots in slow-selling cemeteries by bargain-sale methods have not proven successful in the long run. The plan most commonly adopted is to use very artistic booklets and folders and to follow up any inquiries secured by personal calls. It is not an easy matter to even gain an audience on the subject of the purchase of a burial lot. The great majority of sales are made when a death in the family forces a purchase.

"All sorts of schemes have been tried, such as including in the price of a lot a tombstone or even the expenses of a burial. These are temporary expedients. The best asset of a cemetery is a list of good families who own lots. This is only gained by the most direct methods and is a question of time, largely, and good management.

"The usual methods are used to secure names, but advertising brings very few—that is, display advertising. You can easily imagine that few like to think of buying a burial lot and even offers of a free auto ride to the cemetery and back with 'no obligation incurred' have not proven a strong inducement. Personal salesmanship seems to be the most approved method, because it has been the one that gets results. A good lot salesman is never out of employment."

* * *

Granting that people won't buy lots until there is a death in the family, does not all advertising experience show that when necessity does force such a pur-

chase, which has before the greatest patronage

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chase, the cemetery company which has been keeping its name before the public would stand the greatest chance of getting the patronage?

* * *

"I've always prided myself," said an advertising manager to the Schoolmaster, "on the painstaking care I give to the inquiries which we receive from our advertising. In fact, I have the reputation of being a crank on the subject. Therefore, imagine my surprise when I discovered recently that we were receiving several inquiries every day that I did not know anything about and which were getting only hit-or-miss attention. Often the names of these interested persons did not reach my department at all and consequently were not followed up.

"I happened to be standing near the telephone switchboard a few weeks ago when I heard the operator saying, 'Yes, ma'am, you can get our goods almost anywhere. Nearly all stores sell them'.

"What was that?" I said to her.

"A woman who read our advertisement in one of the magazines wanted to know where she could buy our products," replied the girl.

"Further questioning brought out the information that hardly a day passes but that several people answer our advertising over the 'phone. For some reason these calls were rarely referred to my department. It never occurred to the telephone operator that these inquiries had any relation to advertising. Hence she either answered them herself, or,

Are You "a Hyper"?

Hyperacidity is the most aggravating and irritating form of indigestion. Your stomach seems trying to reach the roof of your mouth, with more legs than a centipede and all shod with caustic. The effect on your temper and disposition is—oh! my! awf'ly profane. In a recent issue of GOOD HEALTH there's an article entitled "Diet in Hyperacidity." It tells you how not to be "a hyper." And—I'll send you a copy of it FREE and postpaid for the asking—that is, if you ask quickly enough. You see, I can't guarantee the supply to hold out.

Advertising
Manager

GOOD HEALTH 1807 W. Main Street
Battle Creek, Mich.

Population 62,288 Trading Centre for 100,000

Brockton, Massachusetts. The Great Shoe City filled with workers and winners. A Dry Town doing Big Business. People have money to spend.

Brockton Daily Enterprise

Daily Edition exceeds 15,000. 12 to 32 pages

Flat Commercial rate 35 cts. per inch

Afternoon Paper, Sells for 2 cents

Carries a page of want advertisements. Best paper. Leading general advertisers use it



"GIBBONS Knows CANADA"

AMERICAN MOTORIST

Largest Circulation in Its Field

Actual bona fide paid-in-advance subscription exceeds that of any motoring magazine. 55,000 monthly circulation guaranteed. Main Office:

RIGGS BLDG. WASHINGTON, D. C.

Member Audit Bureau of Circulations

If You Do, or Want to Do
Business in

CANADA

post yourself on present trade conditions, relative standing and adv. rates, various mediums, etc., by getting the 1916 LYDIATT'S BOOK. Most dependable data available. (Not an agency directory.) 350 pages—\$2 Postpaid. W. A. LYDIATT, 53 Yonge St., TORONTO, CAN.

Lincoln Freie Presse

GERMAN WEEKLY

LINCOLN, NEB.

Takes the place of 280 County weeklies at 1-10 the cost. Great saving in bookkeeping, postage and electros. Rate, 35 cents.

Actual average circulation 133,992

E. I. S.
Motion Picture Corporation
 295 W. 40th St., New York City
PRODUCERS OF
**Educational, Industrial
 and Scientific Films**

Write for our synopsis on distributing industrial pictures.
 Ask the Pyrene Manufacturing Co.
 about the film we made for them.

"—ef You Don't Watch Out!"

some day you'll be "ready to pay any price," as one subscriber wrote us lately, for a single article or a series in back issues of PRINTERS' INK—unless you keep your copies of PRINTERS' INK.

when they appeared to be more important, turned them over to the city desk, the office manager or someone else. This probably explains why our city dealers had often complained that they did not feel much effect from our national advertising."

After quizzing several advertising men on the subject, the Schoolmaster finds that the custom of answering advertisements over the 'phone is growing. This is not so much true in cities like New York, where the majority of telephone users have to pay for each separate call, but even in such places the advertiser receives enough inquiries over the 'phone to justify him in giving this subject his consideration. There should be some well-defined system for handling these inquiries. The questions of the interested person should be answered fully and courteously. He should be mailed the usual literature and his name placed on the follow-up cards. In a word, he should receive the same attention as though his inquiry came through the mails.

* * *

The other day a friend of the Schoolmaster called up a concern that advertises a certain river trip in both national and local mediums. The girl who answered told him "to shoot" his questions. She refused to turn him over to anyone else in the office and made the incident all the more exasperating by saying "I couldn't tell you" to most of his inquiries. Here is a firm that is spending slathers of money to interest people in its proposition, and then it lets an I-don't-care-whether-I-work-or-not telephone girl kill the interest of prospects that was created at a big advertising expense.

Verily, the person who takes the trouble to 'phone an advertiser is just as much interested as the person who writes, and there is no reason why he should receive any less courteous attention.

* * *

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to your product and at the same time make a bid for the co-operation of your dealers, could you do it effectively in a sentence of a dozen short words?

In the opinion of the Schoolmaster, Cheney Brothers, in advertising their cravats, succeed in doing this. A sentence in one of their recent advertisements reads, "Any Cheney dealer will show you the knack of tying a bow." If there is an objection to a bow cravat, it is the fact that so few men can tie them neatly. How skilfully the copy deals with this point! Without doing any palpable urging, it sends the reader to a dealer to find out how to make that troublesome knot that has been baffling him for many years. The reader goes to learn something that for a long time he has wanted to know. He forgets that he is going to make a purchase at the same time.

On the other hand, this copy will win the approval of the dealer. It will help to establish intimate relations between him and his customers. Showing a man how to tie a bow enables the retailer to get close to him in more ways than one. It will bring about a point of contact that could be built up in no other way.

* * *

Advertising on the backs of postage stamps is a new one to the Schoolmaster. One of his good friends brought in a bunch of New Zealand stamps the other day, which were issued between 1882 and 1891, and every one of them was decorated on the back with advertising copy. There were ads for cocoa and pills, for flour and soap, for shoes and beer and sewing machines and tea, a large variety. The stamps had all been used, and the gum had been soaked off, but the ads remained.

The same informant asserts that there was a United States stamp issued in 1871 which had advertising on the back. But those were the days before the principles of sanitation had brought sponge-moisteners into common use.

—agencies note:—

**WITH sixteen active
National, Local and
Service accounts and
others under development**

I am open for an affiliation
with a high class Agency—
not necessarily a large or-
ganization.

**Must be strong financially and
equipped to render mer-
chandising and mechanical
service.**

For interview, address "M.A."

Box 495, Printers' Ink

Exceptionally Experienced

**SALES-MANAGER (and Salesman),
ADVERTISING MANAGER and
GENERAL EXECUTIVE—**

Open For Engagement

Mature judgment (age, 43); clean habits, strong personality, ready initiative and unlimited capacity for WORK—plus entire willingness for trial engagement (with responsible concern) on very reasonable basis, with "future" dependent upon "proving up." Partial "participating" arrangement greatly preferred. Previous connections: large manufacturers and advertising agencies (New York and Chicago). Thoroughly conversant with and successful in personal sales-work; training and handling salesmen, distributors, canvassers and agents; mail-order procedure; newspaper, periodical and direct-by-mail advertising; "plan-and-copy" preparation; dealer-co-operation; business promotion and management, etc. Fully capable evolving and conducting successful procedure for marketing any salable line. Ample credentials and references—and open right now to "square-deal" proposition from some good concern that wants a man who knows his business and can prove it. No preference as to location. Address, "E. E." Box 496, care Printers' Ink.

PAUL BROWN
COMMERCIAL ARTIST

416 -4- AVE.
NEW YORK,
ROOM 104
PHONE 7738 MADISON SQ.



Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost forty cents a line for each insertion. No order for one time insertion accepted for less than two dollars. Cash must accompany order. Forms close 10 a. m. Monday preceding date of issue.

ARTISTS

Economical arrangement will be made to mail order or pattern company to handle their entire art work by established studio. Quality and service guaranteed before final arrangements.

Box 541, care of Printers' Ink.

BALLOONS

Ask American Balloon Co., 38 E. 23rd St., New York, for samples of these wonderful trade magnets—the missing link between general publicity and consumer demand.

BILLPOSTING

10¢ a Sheet Posts R.I.
TRADE AND BILLBOARD BOARD LISTED GUARANTEED SHOWN
 ADDRESS LAMAR BUILDING, PHOENIX, ARIZ.
Standish-Barnes Co.

BOOKLETS

Send 10c (stamps) for case of samples (and prices) of envelope size booklets that look good but cost little because manufacturing methods have been standardized. The Dando Company (Manufacturers), 42 So. 3rd St., Phila., Pa.

BUSINESS OPPORTUNITIES

Partner with \$5,000 to establish a publishing company; wanted by experienced editor and advertising manager owning many unusually valuable copyrights; large market ready. Box 523, c/o P. I.

WANTED TO BUY—Advertising agency, with or without recognition. Proposition must be good. Will consider taking over entire organization as well as accounts. Address 538, care P. I.

HELP WANTED

Established, responsible, recognized Western Advertising Agency, wants one good, clean-cut representative. Strictly confidential. Box 542, care Printers' Ink.

We want a bang up Copy Man

Tell us what you would want to know, if you were going to pay a man good money and give him an opportunity. Absolute confidence assured. Box 533, P. I.

High-Class Copy Writer Wanted

Must have retail copy-writing experience. Department-store man preferred. For retail service department of Detroit Advertising Agency. Address Box 531, c/o P. I.

Advertisement writer wanted. A man who can write good, live copy for a technical paper. State experience, age and salary to start. Good prospect for a bright young man. Address, Box 527, care Printers' Ink.

ADVERTISING WRITER

Large book publishing firm in New York has immediate opening in copy department for a young man. Applicants need not have had extensive advertising experience but must know how to write correct convincing English. Write stating experience, religion, age and salary desired to start. Box 534, care Printers' Ink.

COPY MAN WANTED

Well-established, growing agency has splendid opening for a live, experienced agricultural and mail order copy and lay-out man; must have agency experience. State salary expected; give references. Address, Box 536, P. I.

MAN—YOUNG; IN THE ADVERTISING department; one who has had at least a year or more experience in the Advertising Department of an Automobile Company; must be able to write publicity; know something about copy writing, layouts, printing and engraving; send photograph (if you have one), samples of work, etc., to J. H. NEWMARK, Apperson Bros. Automobile Company, Kokomo, Ind.

WANTED—A SOUTHEASTERN ADVERTISING AGENCY, WELL established, large volume of business, desires the services of a bright, energetic experienced agency man who can write good copy and assist in soliciting. Would prefer man who would begin on moderate drawing salary and interest in business. Would also be willing to sell interest in the business to right man to join the organization and grow with it. Box 990, Printers' Ink.

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Large printing house desires an additional salesman; a man of experience, with ability to sell high-grade catalogues and booklets. A man who knows good printing and can assist a customer with plans and suggestions; who with the backing that will be given him will make himself worth not less than \$5,000 per year. Address Box 522, P. I.

COPY MAN

A high grade national advertiser located in Buffalo needs in its Advertising Department an experienced copy man to devote himself exclusively to this work. He must have ability to initiate sales promotion campaigns, write convincing selling copy and produce high class advertising literature from start to finish. Knowledge of printing, engraving and art work are essential. Write details of training and experience stating present salary. Send samples of work. Address Box 524, Printers' Ink.

CIRCULATION MAN WANTED

A big weekly has an opening in its circulation department for a keen, bright, hard-working young circulation man. One with ingenuity, force, brains and ambition can make himself valuable and build a fine future. Must be a good letter writer, able to talk to boys and other news agents in an encouraging, energizing way. Address in confidence: Ambition, Box 525, care Printers' Ink.

WANTED

By a large printing establishment, a man to install and manage a Service Department that will bridge the gap between the factory and the customer; to aid in perfecting sales, assisting with ideas for design, style of composition, colors and quality of presswork, fitness of engravings, and sometimes text for catalogues, books and sales literature; who will represent the customer's interests after the salesman has closed the order; who will see that jobs are out on time, made as sold, and work with the manufacturing departments to perfect the quality of work and to please the customer and hold him. He must know good printing and how to produce it. He must be able to plan selling schemes for the salesmen and when occasion demands it should go out with the salesman to talk over prospective business with the customer. Address Box 521, Printers' Ink.

POSITIONS WANTED

YOUNG MAN, 23, DESIRES position as advertising solicitor in New York City; trade paper experience; salary secondary to opportunity. Box 510, care P. I.

ADVERTISING AGENTS

I can bring to you ten good accounts. Small but with big possibilities. Address Box 540, Printers' Ink.

COPY WRITING. A woman of good education and thorough editorial and advertising experience desires copy-writing position in or near New York. Box 535, care Printers' Ink.

ADVERTISING AND SALES ASS'T

Eight years' technical advertising and selling experience with manufacturing concern. Good copywriter, correspondent, detail man. Has initiative, enthusiasm, executive ability. Now engaged. Seeks larger opportunity. Age 31, single. Box 539, Printers' Ink.

"PRESS AGENTING"

a client is the newest form of publicity that many big advertisers are using with exceptional results.

An individual but nation-wide "press agent" service is now being rendered by the advertiser for a leading railroad system, a steel corporation, a large bank and several manufacturers.

I have time for one or two more clients who know the value of news items in daily papers and trade journals.

Why not give this service a three-months' trial? Box 530, c/o P. I.

Brains Energy Experience

Are the qualifications of American, thirty, college graduate, over four years' successful experience as sales manager well-known drug specialty. Desires larger opportunity as general manager specialty with consumer appeal, preferably in New York, but will go anywhere for right proposition. Thirteen years' broad experience, including agency copywriter. Capable handling advertising campaigns, trade work. Fine record. G. J. B., 47 E. 25th St., New York.

I am not seeking a job as advertising manager, or manager of anything else. What I want is a job in which someone else will manage me and get from me the kind of stuff I can produce—good, unhackneyed selling copy addressed to any audience; features, booklets, and all that sort of thing. Know as much as I ought to know about printing, engraving and art work. Have been advertising manager for a high-grade national advertiser for three years and am holding down the job, but it's 25% creative and 75% executive, whereas I am about 75% creative and 25% executive. Am looking for the right opening with a good advertising agency or national advertiser—a good one rather than a big one. Age 32. College man. Married. Salary \$2500. Box 526, Printers' Ink.

PRESS CLIPPINGS

ROMEIKE'S PRESS CLIPPING BUREAU, 106-110 Seventh Avenue, New York City, sends newspaper clippings on any subject in which you may be interested. Most reliable bureau. Write for circulars and terms.

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A Year From Now

you'll be scanning your reports to see what you accomplished in the Fall of 1916 and the Spring of 1917. You'll be totaling up new territory acquired, new dealers added to your list, net profits earned.

What those figures show a year from now depends to a large extent on the plans that you lay now for the coming Fall—depends on whether those plans are based on *FACT* or *THEORY*.

A goodly number of manufacturers have had unusual success in broadening their territory and multiplying sales at reasonable cost, by utilizing the expert services of *The Chicago Tribune's Merchandising Service Department*. How that department works, how it secures its unusual results, is plainly shown in a most valuable book, "*WINNING A GREAT MARKET ON FACTS*," which we will gladly send you if you write for it on your letterhead.

The Chicago Tribune

[The World's Greatest Newspaper

(Trade-mark Registered)

Circulation over $\left\{ \begin{array}{l} 600,000 \\ 500,000 \text{ Sunday} \\ 350,000 \\ 300,000 \text{ Daily} \end{array} \right.$

Member Audit Bureau of Circulations

Eastern Advertising Office: 251 Fifth Avenue, New York City
Pacific Coast Advertising Office: 742 Market Street San Francisco